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SACHI A. HAMAI
Chief Executive Officer

Board of Supervisors
HILDA L. SOLIS
First District

MARK RIDLEY-THOMAS
Second District

February 20, 2019

SHEILA KUEHL
Third District

JANICE HAHN
Fourth District

To: Supervisor Janice Hahn, Chair
        Supervisor Hilda L. Solis
        Supervisor Mark Ridley-Thomas
        Supervisor Sheila Kuehl
        Supervisor Kathryn Barger

KATHRYN BARGER
Fifth District

From: Sachi A. Hamai
        Chief Executive Officer

ENHANCING THE COORDINATED ENTRY SYSTEM (CES) FOR HOMELESS FAMILIES (ITEM NO. 12, AGENDA OF DECEMBER 18, 2018)

On December 18, 2018, the Board of Supervisors (Board) directed the Chief Executive Office (CEO) to work with the Los Angeles Homeless Services Authority (LAHSA), the Community Development Commission (CDC), and the Departments of Public Social Services (DPSS), Health Services (DHS), Mental Health (DMH), Public Health (DPH), and Children and Family Services (DCFS), in consultation with the Executive Directors of the CES for Families (CESF) lead agencies, to report back in 60 days on the following:

- An evaluation of the functioning of CESF, with an outline of services and programs available to homeless families, along with policy and program recommendations;
- A template for a consolidated recurring report on the CESF that includes data from multiple departments and allows the Board to monitor CESF's functioning;
- Analysis of promising practices and recommendations for transitioning families from interim housing into permanent housing, based on various CESF program components and each component's contracted capacity, enrollment, spend down of funds, average time to housing placement, and an estimate of additional funding needs for the various services and programs; and
- Needed legislation at the federal, state, or local level to improve outcomes for homeless families.

This serves as an interim response on the work underway and includes the outline of the report that will respond to the Board's directives.

"To Enrich Lives Through Effective And Caring Service"

Workgroup Process and Development of Report

The CEO, in partnership with LAHSA, convened a workgroup of the County partners identified in the Board Motion (workgroup) to discuss the many touchpoints a family experiencing homelessness encounters and the services provided within the homeless services delivery system and mainstream systems. While CEO, LAHSA, and consultants from Shelter Partnership are leading the development of the report back, partners, including the CESF lead agencies, and other stakeholders are providing ideas, feedback, and insights to inform the report's analysis, recommendations, and data elements.

The workgroup initially convened on January 24, 2019, to work together to identify key challenges that face the CESF, as well as opportunities to improve the efficacy of CESF. During this initial session, the workgroup identified three separate subgroups to focus on key elements of the Board Motion's deliverables. The subgroups, which include representatives from CESF lead agencies, are: 1) Enhancing Connections to County and LAHSA Resources; 2) CESF and County Partner Data; and 3) Policy and Funding. For reference, a list of agencies represented on the workgroup and/or subgroups is included in Attachment I.

The subgroups convened on February 4, 2019, to begin assessing and prioritizing the challenges and opportunities facing CESF, as well as, to develop policy and funding recommendations based on the challenges identified. Additionally, needed data elements from both the County systems and LAHSA were identified and are being compiled for analysis and discussion; data gathering is still underway as not all data elements have been readily available.

The workgroup and subgroups will continue to meet through the months of February and March to review and discuss data implications, systems connections, and program and policy recommendations; offer feedback on potential recommendations; and determine the highest priorities among the identified recommendations.

Expected Outline of the Report

The report that CEO, LAHSA, and Shelter Partnership are preparing, in collaboration with CESF lead agencies and County partners, consists of three sections: 1) History of CESF; 2) CESF at Present; and 3) Future of CESF. Each section is further described in Attachment II.

Preliminary Recommendations

Due to the Board's interest in enhancing services for families experiencing homelessness, preliminary recommendations were provided for consideration during the February 14, 2019, Homeless Policy Deputies Meeting. These recommendations are included in Attachment III. The Workgroup will continue to assess additional immediate actions that can be implemented and provide additional recommendations, as appropriate, at the February 28, 2019, Homeless Policy Deputies Meeting.

Unless otherwise directed, the CEO will report back on the Board's directives by Friday, April 19, 2019.

If you have any questions, please contact Phil Ansell, Homeless Initiative Director, at 213-974-1752 or by email at pansell@ceo.lacounty.gov.

SAH:JJ:PA
JR:LC:tv

Attachments

c: Executive Office, Board of Supervisors
       Children and Family Services
       Community Development Commission
       County Counsel
       Health Agency
       Health Services
       Mental Health
       Public Health
       Public Social Services
       Los Angeles Homeless Services Authority

Departments/Agencies represented on workgroups/subgroups

County Departments/Agencies

- Los Angeles County Community Development Commission/Housing Authority of the County of Los Angeles (CDC/HACoLA)
- Los Angeles County Chief Executive Office (CEO)
- Los Angeles County Department of Children and Family Services (DCFS)
- Los Angeles County Department of Health Services, Housing for Health (DHS-HFH)
- Los Angeles County Department of Mental Health (DMH)
- Los Angeles County Department of Public Health, Substance Abuse Prevention and Control (DPH-SAPC)
- Los Angeles County Department of Public Social Services (DPSS)
- Los Angeles Homeless Services Authority (LAHSA)

Coordinated Entry System Lead Agencies/Other Stakeholders

- Los Angeles Family Housing
- People Assisting the Homeless (PATH)
- Rainbow Services
- Special Services for Groups (SSG-HOPICS)
- Union Station Homeless Services
- Valley Oasis | Antelope Valley Domestic Violence Council
- The Whole Child
- Shelter Partnership

Expected Outline of Report

Section 1: History of CESF and Background

Aims to provide a brief overview of the history of the CESF, including the impact and expansion resulting from Measure H, and other policies and environmental factors impacting family homelessness in Los Angeles County.

Section 2: CESF at Present

Includes a comprehensive analysis of the functioning of CESF and its various components, as well as an assessment of system gaps and opportunities for further strengthening services to families experiencing homelessness. The analysis examines referrals into CESF, diversion and prevention programs, interim housing, permanent housing programs, and case management services, provided both as part of the homeless services delivery system and services provided as part of the mainstream systems, which may never intersect with CESF. Components of the analysis include:

- An historical analysis of inflow, system capacity, and program performance over the past three years;
- A gap analysis to estimate funding and capacity needs for the remainder of Fiscal Year (FY) 2018-19 and all of FY 2019-20; and
- An annualized projection of gaps and future resource needs for each CESF component.

Section 3: Future of CESF

Includes recommendations for steps that can be taken to improve outcomes for families experiencing or at-risk of homelessness in LA County, including through funding, CESF system enhancements, mainstream system enhancements, and policy and legislative action at the federal, state, and local levels. This section also outlines a proposed template for consolidated recurring reporting to enable ongoing monitoring of the functioning of CESF.

LOS ANGELES
HOMELESS
SERVICES
LAHSA AUTHORITY

Date: February 14, 2019

To: Homeless Policy Deputies

Subject: Action Plan for Enhancements to the Coordinated Entry System (CES) for Families

Overview

The Los Angeles Homeless Services Authority (LAHSA), along with Los Angeles County and City partners, are collaborting on various efforts to address family homelessness. LAHSA expects that the totality of this work will ultimately lead to a larger system redesign in alignment with LAHSA's reprocurement of funding for the Coordinated Entry System for Families (CESF) in July 2020. This memo provides an overview of both the action plan for immediate and long-term steps that will be taken by LAHSA and its partners to address emergent needs, as well as the larger plan to evaluate and enhance CESF. The table below outlines each of these steps and an estimated timeline for completion, and the narrative that follows provides further details for each.

Deliverables	Timeline for Completion
1. Plans to address immediate system capacity needs	February 2019
2. A response to the Enhancing the Coordinated Entry System for Homeless Families Board Motion that will include an evaluation of the overall CESF, development of a recurring sytem report, and an analyiss of promising practices.	March 2019
3. Expansion of Diversion/Problem-Solving Practices Across the Coordinated Entry System	July/August 2019
4. CES Operations Guide Implementation	July 2019
5. Centralized Administration of Motels Vouchers	July 2019
6. LAHSA's Reprocurement of CESF	March - August 2019 (Community Input, System Design); December 2019 (RFP Release); July 2020 (Implementation)

1. **Plan to Address Immediate System Capacity Needs**

- Interim Housing Utilization Guidance: Under LAHSA program guidance scheduled to be issued in February 2019, CESF providers will begin to ensure all site-based interim housing is utilized prior to offering motel vouchers to serve families with children experiencing homelessness. Under the new guidance, when a site-based interim housing unit is available, a motel voucher will not be offered to families who refuse the available unit. Reasonable accommodations will be made to serve families that would require or benefit from being in a motel. By ensuring that all site-based interim housing is utilized before administering motel vouchers, the guidance will promote efficient coordination and management of limited interim housing resources. In order to support the execution of this strategy, LAHSA continues efforts to procure new interim housing sites that are funded through the reallocation of funding from the existing portfolio of motel vouchers, to both increase the capacity of site-based, physical interim housing facilities as well as discourage the system's reliance on motels.

- Master Leasing of Motels to Operate as Site-Based Interim Housing: Instead of approaching motel operators and owners to simply fill their vacancies, LAHSA has encouraged the master leasing of entire motels. A more centralized approach to management for motel utilization will also seek to ensure individual motel owners do not inflate costs for CESF providers. LAHSA has already applied this approach with a provider that master leased a motel. In this instance, the negotiated lease lowered the cost by 70% and also facilitated the provision of housing-focused case management. LAHSA is seeking to replicate this process of facilitating the brokering and negotiations between providers and motel owners/operators to support and encourage master leasing of motels as an ongoing practice. This will reduce costs for lodging, which in turn translates into expanded capacity to serve, as well as an enhanced level of service delivery.

- Develop Congregate Family Interim Housing: A congregate interim housing site is a large non-conventional facility, such as a recreation center or armory, used to address the immediate interim housing needs of a household. LAHSA will target sites in Service Planning Areas (SPA)s that have been heavily impacted by increased inflow of families who are literally homeless and in need of interim housing. These sites would be used while waiting for family Interim Housing units within permanent site-based programs, or within the network of master leased-motels, to become vacant. Sites that are owned by the County and Los Angeles City can be exempted from a number of zoning and coding requirements as result of their respective shelter emergency declarations. LAHSA would seek sites that accommodate up to 25 families per night, with an estimated operating budget of $640,000 per site annually ($65 per family per night, which includes all staffing as well as meals and operational and administrative costs).

- Evaluate Using Incentives for Exiting to Permanent Housing: In an effort to improve and expedite exits to permanent housing, LAHSA is evaluating introducing an incentive program for participants that move into permanent housing quickly. As part of the evaluation, LAHSA will engage with the philanthropy sector to seek support for this effort. The incentive could be a gift card (approximately $200) to a retailer that the household could use. This incentive is similar to a successful effort that PATH used in connecting clients to permanent housing through their VASH program. This would help to create turnover within interim housing programs and improve system flow.

- Launch Shallow Subsidy: In December 2018, LAHSA and its partners completed a Request for Proposals (RFP) process to implement the new Shallow Subsidy program. The program will serve households exiting RRH programs who require a housing subsidy to maintain housing stability, while they continue to increase their income and/or secure affordable housing. The Shallow Subsidy program, which will begin by the end of FY 18-19, will target households exiting RRH whose barrier to maintaining housing stability is rent burden. A portion of slots will be used for families ready to exit RRH.

2. **A response to the Enhancing the Coordinated Entry System for Homeless Families Board Motion**

The December 2018 motion calls for the LA County Chief Executive Office (CEO), LAHSA, and County partners to work together to develop a comprehensive analysis of the current state of the CES for Families, as well as to identify ways to strengthen the connection between homeless families and mainstream County resources. The motion will play a critical role in launching the community process for the system redesign and reprocurement of CESF services and regional infrastructure. Per the motion, this work will include the identification of current needs and solutions related to interim and permanent housing and case management staffing ratios, as well as relevant legislative policy opportunities and funding sources.

Through March 2019, LAHSA and County partners will collaborate through a workgroup process to support the analysis and development of recommendations, which will be included in a final report submitted to the Board of Supervisors by March 2019. The report will inform the reprocurement and potential redesign of the CES for Families by determining current system barriers to services for families with children experiencing homelessness, by providing an action plan to address these limitations, and by identifying opportunities for improvement.

3. **Diversion/Problem Solving Expansion**

Diversion/Problem Solving is a strength-based, creative problem-solving intervention for serving people experiencing an immediate housing crisis who are seeking assistance through the homeless crisis response system. Examples of diversion can include conflict resolution, family reunification, and one-time financial assistance that will assist with an alternative housing solution (short- or long-term) outside of the homeless response system. This allows for the system's limited resources to be used to serve those most in need who do not have alternative solutions. Since implementing diversion/problem solving in CESF in FY 17-18, nearly 1,000 families were diverted from the Family Solution Centers (FSC)s. LAHSA is expanding the capacity of diversion/problem solving within the entire system, and specifically within CESF. LAHSA is adding diversion/problem solving specialists to each FSC, as well as providing system partners, such as the Department of Public Social Services (DPSS) and the City of Los Angeles' Housing and Community Investment Department (HCID), with staff to focus on diversion and problem-solving techniques. This expansion will include specialized diversion and problem-solving training from Frontline, a nationally recognized non-profit organization and leading expert in these practices.

4. **Coordinated Entry System (CES) Operations Guide**

In September 2018, the CES Policy Council passed the initial set of CES policies. These policies focused on CES access, assessment, prioritization, and matching. The CES Operations Guide will provide the procedures and protocols to implement those policies. The Operations Guide is being developed with input from people with lived experience; system partners such as DPSS, the Department of Mental Health

(DMH), DHS, and Department of Children and Family Services (DCFS); CES lead agencies; and other community-based organizations (CBOs). The Operations Guide will launch in July 2019, after several rounds of community input and public comment. The Operations Guide will assist in the standardization of practices across the CESF agencies and provide needed structure for agencies operating the CESF. It will focus on providing guidance for how families across the system are assessed, prioritized for resources, and matched to housing.

5. **Centralized Administration of Motels Vouchers:**

Administering and funding motel vouchers centrally through LAHSA would provide a more standardized rate for motels and reduce the average cost per night. This centralized approach would also decrease the amount of time case managers spend locating and negotiating for motel rooms, which places an additional strain on non-profit agencies. This, in turn would allow for a more timely and accurate accounting of costs. LAHSA would take a piloted and phased approach to transitioning motel vouchers from the FSCs to LAHSA, to ensure appropriate systems are in place and that adequate relationships are established with motels in each SPA to avoid disruption of services. Key infrastructure elements necessary to implement this approach include a data management platform, a mechanism to match motels with families in need of services, as well as a payment system for providers. Administrative fees for motel vouchers would be utilized to support LAHSA's costs to administer this motel matching system. LAHSA anticipates this could be piloted within two SPAs by end of FY 18-19 to evaluate for adequate system infrastructure supports and processes, with a goal of implementing across all SPAs by Q2 FY 19-20.

6. **System Redesign and Reprocurement of LAHSA Contracts**

Each of the actions outlined above will ultimately be part of a larger system redesign in alignment with LAHSA's reprocurement of funding for CESF. The core system components to be considered in this redesign include intitial access (diversion, screening), assessment, and housing navigation, in addition to interim and permament housing resources within each SPA. The redesign also includes an examination of SPA-based regional infrastructure to support service connections, matching to permanent housing, data collection, outreach, and coordination with domestic violence and veterans resources. The redesign will bolster connections between CESF and other LA County mainstream resources from agencies such as DMH and DPSS. LAHSA will engage with various key stakeholders, including providers, County Board offices and departments, and persons with lived experience, in order to inform the RFP process for reprocuring the system. The RFP is expected to be released in December 2019, with a goal to implement system-wide by July 2020.

County of Los Angeles
CHIEF EXECUTIVE OFFICE

SACHI A. HAMAI
Chief Executive Officer

June 3, 2019

Board of Supervisors
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First District

MARK RIDLEY-THOMAS
Second District

SHEILA KUEHL
Third District

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

To: Supervisor Janice Hahn, Chair
        Supervisor Hilda L. Solis
        Supervisor Mark Ridley-Thomas
        Supervisor Sheila Kuehl
        Supervisor Kathryn Barger

From: Sachi A. Hamai
        Chief Executive Officer

ENHANCING THE COORDINATED ENTRY SYSTEM (CES) FOR HOMELESS FAMILIES (ITEM NO. 12, AGENDA OF DECEMBER 18, 2018)

On December 18, 2018, the Board of Supervisors (Board) directed the Chief Executive Office (CEO) to work with the Los Angeles Homeless Services Authority (LAHSA), the Community Development Commission (CDC), now known as the Los Angeles County Development Authority (LACDA), and the Departments of Public Social Services (DPSS), Health Services (DHS), Mental Health (DMH), Public Health (DPH), and Children and Family Services (DCFS), in consultation with the Executive Directors of the CES for Families (CESF) lead agencies, to report back in 60 days on the following:

- An evaluation of the functioning of CESF, with an outline of services and programs available to homeless families, along with policy and program recommendations;
- A template for a consolidated recurring report on the CESF that includes data from multiple departments and allows the Board to monitor CESF's functioning;
- Analysis of promising practices and recommendations for transitioning families from interim housing into permanent housing, based on various CESF program components and each component's contracted capacity, enrollment, spend down of funds, average time to housing placement, and an estimate of additional funding needs for the various services and programs; and
- Needed legislation at the Federal, State, or Local level to improve outcomes for homeless families.

On February 20, 2019, the CEO provided the Board with an interim report on the implementation of a workgroup of County partners (Workgroup) identified in the Board Motion, the expected outline of the report back, and preliminary recommendations for addressing urgent system gaps. This serves as the second report in response to the motion.

"To Enrich Lives Through Effective And Caring Service"

Report Overview

The CEO, in partnership with LAHSA, convened a Workgroup (Attachment I) to address the deliverables of this Board response. The full Workgroup met on several occasions from January through March 2019, to identify current challenges and opportunities in CESF, review and provide input on performance data, and develop and prioritize recommendations for improving system functioning and outcomes. The resulting report (Attachment II) consists of three main sections: 1) history and evolution of CESF and description of the current system; 2) current system functioning, including multi-year trends in growth and performance; and 3) future of CESF, including recommendations to improve system functioning and outcomes, and a proposed template and plan for consolidated recurring reporting to enable ongoing monitoring of CESF performance.

Principal Themes Emerging from the Analysis

The comprehensive analysis of CESF yielded a set of inter-dependent themes:

1) Investments in the "front door" of the system, the Family Solutions Centers (FSCs), have not kept pace with the increases in referrals, screening and enrollments. Overall, enrollments increased by 400 percent from the first quarter of Fiscal Year (FY) 2015-16 to the second quarter of FY 2018-19.
2) The CESF's main components (FSC, interim housing, rapid re-housing) are over-enrolled, leading to a system that is operating beyond capacity.
3) Continual over-enrollment has adversely impacted system operations, causing caseload sizes to balloon beyond acceptable standards and creating "gridlock" whereby families do not exit the system as quickly as intended or needed. The percentage of families enrolled in rapid-rehousing who have moved into permanent housing has fallen from 43 percent to 19 percent since FY 2016-17.
4) Over-enrollment and too few families being placed in permanent housing also produces negative consequences for vulnerable families. In some Service Planning Areas (SPAs), negative consequences include delays in getting access to crisis housing and longer lengths of stay in crisis housing following system enrollment. The systemic challenges raised in this analysis foster unsustainable reliance on expensive motels as overflow shelter and the shifting of resources between different parts of the system, which short-changes one-part (i.e., rapid re-housing) to bolster others (i.e., FSCs and interim housing).
5) While negative impacts of strained resources are seen system-wide, they are felt most acutely in SPAs with the largest gaps between services demand and available resources.
6) Promising practices, including prevention and problem-solving/diversion that are embedded within the FSCs and county agencies, can help mitigate system gridlock, but need to be piloted and/or brought to scale.
7) Exploring enhancements of existing DPSS, DCFS and other mainstream system benefits, including housing/prevention resources for at-risk and homeless families, is another important strategy to consider.

8) Additional annual resources above the FY 2019-20 Measure H and non-Measure H proposed funding are needed to address projected need, though the amount of additional resources needed varies based on different service delivery and policy options, as set forth in Attachment III.

Next Steps

The CEO and LAHSA will report back to the Board by August 29, 2019, with a recommended action plan, funding option and timeline that will consider:

- Guidance received during the May 9, 2019 Homeless Policy Deputies Meeting;
- Actual CESF expenditures and program outcomes through the end of FY 2018-19;
- The status of establishing congregate interim housing for families and any associated impacts;
- Outcomes of the LA Family Housing interim housing pilot in SPA 2 that requires families in motels to pay 30 percent of their income toward the cost of the motel stay;
- Status of implementing the approved increase in Measure H funding for Homelessness Prevention for Families (Strategy A1);
- Status of implementing the Centralized Diversion Fund;
- FY 2019-20 LA County allocation for the CalWORKs Housing Support Program; and
- Final State action on new one-time funding in FY 2019-20 to combat homelessness, including the potential for that funding to be used to address the need in CESF.

If you have any questions, please contact Phil Ansell, Homeless Initiative Director, at (213) 974-1752 or by email at pansell@ceo.lacounty.gov.

SAH:JJ:PA
JR:LC:tv

Attachments

c: Executive Office, Board of Supervisors
        County Counsel
        Children and Family Services
        Health Agency
        Health Services
        Los Angeles County Development Authority
        Mental Health
        Public Health
        Public Social Services
        Los Angeles Homeless Services Authority

Enhancing the CESF Workgroup/Subgroup Participating Organizations

County Departments/Agencies

- Los Angeles County Development Authority (LACDA)
- Los Angeles County Chief Executive Office (CEO)
- Los Angeles County Department of Children and Family Services (DCFS)
- Los Angeles County Department of Health Services, Housing for Health (DHS-HFH)
- Los Angeles County Department of Mental Health (DMH)
- Los Angeles County Department of Public Health, Substance Abuse Prevention and Control (DPH-SAPC)
- Los Angeles County Department of Public Social Services (DPSS)
- Los Angeles Homeless Services Authority (LAHSA)

Coordinated Entry System Lead Agencies/Other Stakeholders

- Harbor Interfaith
- Los Angeles Family Housing
- People Assisting the Homeless (PATH)
- Rainbow Services
- Special Services for Groups (SSG-HOPICS)
- Union Station Homeless Services
- Valley Oasis | Antelope Valley Domestic Violence Council
- The Whole Child
- Shelter Partnership
- St. Joseph's Center
- Upward Bound House

ENHANCING THE COORDINATED ENTRY SYSTEM FOR FAMILIES REPORT

May 2019

Enhancing the Coordinated Entry System for Families (CESF) Report

TABLE OF CONTENTS

Section 1. History and Background of CESF

The Coordinated Entry System for Families (CESF) represents the evolution over the last decade of how Los Angeles County responds to family homelessness and housing instability. While required under the 2009 Federal Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act, the timing of, and impetus for, transforming what had largely been a program-by-program approach into a coordinated systems approach was driven by local leadership from the County of Los Angeles (County) in partnership with the City of Los Angeles (City) and Los Angeles Homeless Services Authority (LAHSA), a joint powers authority. This leadership helped to pace the County ahead of other communities across the country.

From 2011-2012, LAHSA and the County convened a workgroup of family providers tasked with developing a regional approach to coordinated access and delivery of services, as required by the revamped Emergency Solutions Grant (ESG) Program under the HEARTH Act. Concurrently, planning efforts were underway between LAHSA, the County, and the City to continue the Housing First approach funded by the American Recovery and Reinvestment Act (ARRA)-funded Homelessness Prevention and Rapid Re-Housing Program (HPRP)[1].

The efforts of the workgroup led to the procurement and establishment of Family Solutions Centers (FSCs) funded by both City and County ESG funding, as well as, County Homeless Prevention Initiative (HPI) funds. Initially launched in Summer 2013, in six of the eight Service Planning Areas (SPAs) due to funding limitations, the FSCs were intended to create centralized points for standardized screening, triage of needs, and referrals of families at risk of, or experiencing homelessness to the most appropriate housing and service interventions to meet their needs. Access to the FSCs was largely limited to referrals via 211, the County's Health and Human Services hotline. The vision of FSCs was to enable families to be served in their communities of origin by coordinating access to, and use of, existing programs[2] based on individualized need. The initial vision of a coordinated entry system through the FSCs developed incrementally and while partnerships with shelters were required, initial funding focused on procuring FSC services. Most housing and service providers then were not formal partners of the FSCs, and the County housing resources were less aligned, and funding was less robust than it currently is. Partners continued to operate with varying eligibility requirements for services and did not or inconsistently referred families to the FSCs. The next phase sought to bring about a more seamless system.

In May 2013, the Board of Supervisors (Board) requested that the Chief Executive Office (CEO) and the Department of Public Social Services (DPSS) work with partners to develop a seamless system for homeless families, the Homeless Family Solutions System (HFSS), to

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[1] ARRA was authorized in 2009 by Congress to respond to the "Great Recession"; ARRA established the HPRP program and provided funding to communities across the country to flexibly and proactively respond to recession-induced housing instability and homelessness. Through the HEARTH Act, Congress renamed the Emergency Shelter Grants (ESG) program as the Emergency Solutions Grant and incorporated a broader range of eligible activities, including an enhanced commitment to homelessness prevention and Rapid Re-housing.

[2] Programs included the DPSS-funded Homeless CalWORKs Family Project (HCFP), DPSS-funded Emergency Shelter Services (ESS), and federally-funded Emergency Shelter Grant (ESG) projects, among others.

be implemented by July 2014. The HFSS aimed to combine the multiple programs[3] serving homeless families into one comprehensive, streamlined, and regionally-based program. Central to its design, DPSS shifted $7.3 million in Homeless CalWORKs Families Project (HCFP) and Emergency Shelter Services (ESS) funding to the HFSS. Importantly, the HFSS design enabled the County and LAHSA to collectively fund key system components, such as, coordinated assessment, interim housing, and rapid re-housing (RRH). The alignment of City and County funding, enabled LAHSA as system administrator, to establish FSC services in all eight SPAs, expand the number of formal, funded partners, and begin to streamline policies and protocols governing program referrals, enrollment and performance.

The HFSS launched in July 2014, with expanded system access. In addition to 211, families were now referred from City and County Departments, as well as, from the Los Angeles Unified School District's (LAUSDs) McKinney-Vento Act liaisons. While direct access to the FSCs increased and funder expectations around numbers to be served increased, the capacity of each FSC to handle increased regional demand for its services remained constrained. The FSC design included funding increases for additional staffing for the FSCs; however, the increases were modest, owing to the need to allocate system resources across the various components and the County. Effectively, the FSC design asked individual FSCs to operate as the singular "front door" to the family system in their respective SPAs without fully providing the financial resources for this purpose.

In Fiscal Year (FY) 2015-16, as part of larger efforts to standardize population-specific services, the HFSS was renamed the Coordinated Entry System for Families (CESF), in alignment with the nascent CES for Adults and CES for Youth. In early 2017, LAHSA issued a Request for Proposals (RFP) for three-year grants for CESF, which provided community-based awardees with augmented funds to operate various system components through June 2020. In February 2016, the Board approved the Homeless Initiative (HI) strategies. These strategies included scaling up of various CESF components (e.g., RRH and Interim Housing), expanding under-developed components (i.e., Homelessness Prevention and Diversion services), and "seeding" previously unfunded components (e.g., legal services). Voters approved Measure H in March 2017, which provided ongoing funding for the HI strategies.

Prior to FY 2017-18, only the CESF providers were able to conduct the Vulnerability Index-Family Service Prioritization Decision Awareness Tool (VI-FSPDAT) and enter it into the Homeless Management Information System (HMIS). Additionally, Permanent Supportive Housing (PSH) resources were not matched through CESF. To decrease the burden on the CESF system, the Department of Mental Health (DMH) worked with LAHSA and the CESF providers to develop a protocol that allowed DMH staff and contractors to conduct the CESF Screening Tool and the VI-FSPDAT and enter it into HMIS. LAHSA and DMH trained DMH's providers on this new protocol, which was then implemented on March 1, 2018. That same month, DMH began using the CESF to match clients to DMH-managed PSH for families. Included in the protocol were instructions for DMH providers to first determine if the family was eligible for DMH interim housing resources prior to referring to the CESF. However, any

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[3] Funding came from, and/or was coordinated in conjunction with, LAHSA, DPSS, Los Angeles County CEO, Los Angeles County Development Authority, previously known as Community Development Commission (CDC) and the Los Angeles City Housing and Community Investment Department (HCIDLA).

resources managed by the CESF, including Diversion, Prevention, RRH and PSH had to be accessed through the CESF and required a referral to CESF.

Current CESF

The CESF provides screening, triage, crisis intervention, diversion/problem solving, prevention, RRH, and housing-focused case management to prevent families, at risk of, or experiencing homelessness from entering the homeless service delivery system, and/or enable families experiencing homelessness to rapidly return to permanent housing. LAHSA most recently procured CESF in 2017. Providers are contracted with LAHSA through June 30, 2020.

A lead agency in each SPA manages the FSC and oversees a FSC/CESF collaborative. The FSC/CESF coordinate system resources in the region and collaborates with community service providers, who may, or may not be funded to provide homeless services, but collectively serve families who are homeless or at-risk of homelessness.

The Agencies serving each SPA and the services they are funded to provide are as follows:

SPA	Contractor (bold = lead agency)	Services
1	**Valley Oasis**	FSC, Prevention, Diversion, RRH, Crisis Housing, Bridge Housing
2	**Los Angeles (LA) Family Housing**	FSC, Prevention, Diversion, RRH, Crisis Housing, Bridge Housing
3	**Union Station Homeless Services**	FSC, Prevention, Diversion, RRH, Crisis Housing
4	**People Assisting the Homeless (PATH)**	FSC, Prevention, Diversion, RRH, Crisis Housing, Bridge Housing
4	LA Family Housing	Crisis Housing
4	The Salvation Army	Crisis Housing
5	**St. Joseph Center**	FSC, Prevention, Diversion, RRH, Crisis Housing
5	Upward Bound House	Crisis Housing
5	The Salvation Army	Bridge Housing
6	**Special Service for Groups/Homeless Outreach Program Integrated Care System (HOPICS)**	FSC, Prevention, Diversion, RRH, Crisis Housing, Bridge Housing
6	Upward Bound House	Crisis Housing
7	**The Whole Child**	FSC, Prevention, Diversion, RRH, Crisis Housing
7	The Salvation Army	Crisis Housing
8	**Harbor Interfaith Services**	FSC, Prevention, Diversion, RRH, Crisis Housing
8	Catholic Charities	Crisis Housing
8	1736 Family Crisis Center	Bridge Housing

The FSCs are the CESF's primary point of entry. In most SPAs, the centralized access point is one physical site or center. Other SPAs, have established multiple FSC sites to provide broad geographic coverage and services access. Families are referred to FSCs via 211, DMH, Department of Public Social Services (DPSS), DCFS, McKinney Vento Education Liaisons, and other partner agencies or via self-referral ("walk-ins"). In FY 2017-18, LAHSA worked with DMH to develop a workflow that included DMH. FSC staff conduct screenings to triage families, and then conduct standardized assessments using the VI-FSPDAT to determine families' acuity and program eligibility. Case Management staff work with families to develop a Housing Stability Plan to stabilize families in their housing, with the level of assistance based on each family's specific need. Families are also connected to available resources via the regional collaborative. Once a family is housed, the FSC lead agency (or a partner) continues providing case management to ensure that families retain their housing.

Under the current system, when families present to the FSCs for services, they have access to various agencies via co-located personnel, including:

- DPSS Homeless Case Managers (HCMs) to assess what DPSS benefits and services a family is potentially eligible to; and makes appropriate referrals and connections to available DPSS benefits and services.
- DMH Clinicians (either DMH-contracted or DMH staff) to conduct mental health screening and assessment and offer referral linkages.
- Department of Public Health (DPH) Substance Use Disorder Counselors also screen and refer families to clinical services, if desired.
- McKinney-Vento liaison staff are on site at FSCs to connect children to School District Education Services.
- DPSS Welfare-to-Work staff to refer families to child care resources, and employment services.
- Child Care Resource and Referral Agencies in most SPAs to educate and support families, at risk of, or experiencing homelessness to access child care services.

The CESF has also recently piloted a partnership with the LA County Office of Education (LACOE) Head Start at two FSCs to refer families to Head Start programs. Efforts are underway by LAHSA staff to help improve integration of County co-located staff and services with FSC operations in each SPA.

County Departments also provide a variety of housing resources and supportive services to homeless and at-risk families. Several resources, such as, DHS and DMH Interim Housing or Permanent Housing, and the DPSS Housing Program, are integrated into the CESF to better support linkages of families to those resources. DCFS' Family Unification Program vouchers were also integrated into the CESF in FY 2018-19. DPSS resources have the strongest integration with the CESF based on DPSS' funding investments and alignment dating to the early implementation of the CESF.

The CESF System Flow Map below illustrates how the system is currently designed to assist families. Based on the current system, families are matched to available crisis or bridge housing based on acuity score. Except for PSH, the system currently does not prioritize

permanent housing resources based on a family's vulnerability or need. PSH is prioritized for the highest need families. Unless matched to PSH, all families are automatically enrolled in RRH.

CESF Current System Flow Map

1. Access and Standardized Screening: County departments/211/or partner agencies have the ability to provide a screening and input into HMIS. Screening may consists of an agreed upon set of questions which include, but not limited to, the VI-SPDAT
2. Bridge housing: Dedicated to moderate to high acuity families resident advocacy will be given to these individuals.
3. Housing navigation: The FSC housing navigation and stabilization team work on housing location/identification/agreements.
4. Diversion: Explore alternative housing options to keep the client and family in housing, and away from shelter/crisis housing.

The design and success of the CESF are dependent upon:

1) Effective management of inflow, i.e., diverting families not in need of homelessness assistance, thereby reserving more expensive and time-consuming interventions for families with demonstrated need for those resources; and
2) Efficient movement of families through the system to facilitate swift permanent housing placements, and throughput, so newly homeless families can access the resources they need. Several macroeconomic forces and policy barriers impact the desired inflow and outflow of the system and are further described in Attachment II.

Family Services Coordination in Skid Row

The presence of homeless families on Skid Row has been an issue of substantial concern for many years and resulted in the Board's 2006 "Zero Tolerance" Policy for Homeless Families on Skid Row. A critical component of services provided to families residing on Skid Row is the Skid Row Assessment Team (SRAT), a multi-departmental team that was formed in 2005 as a result of a mandate from then County Supervisor, Gloria Molina. Led by DCFS, the team currently consists of staff from DPSS, DMH (on call), DPH, and LAHSA, who began working

with the SRAT in 2018. The SRAT conducts assessments of homeless families residing in the Union Rescue Mission (URM) and works alongside various Skid Row community agencies to assess for eligible County supports and housing services, with the goal of protecting children and returning families to permanent housing. Through SRAT, five DCFS Children's Social Workers assess for child safety, two DPSS HCMs determine eligibility and make referrals for DPSS services, a DPH Nurse conducts an initial health assessment and makes appropriate referrals, and a DMH Psychiatric Social Worker conducts mental health assessments and referrals, as needed.

In April 2018, the SRAT collaborative expanded to include LAHSA to provide a direct link to the FSCs. LAHSA is working with URM to reduce the number of families residing at the shelter, as well as, the length of stay. LAHSA maintains a by-name list of families at URM and tracks the number screened, assessed, and referred to an FSC. LAHSA also manages bi-weekly case conferencing with URM and the FSCs, and follows up on any access, assessment, and service-related issues with the FSCs. LAHSA continues to train URM staff to conduct screening, attempt to divert the family and use HMIS. LAHSA also provides CES Orientations for families at standing URM meetings to encourage their access to screening and CESF services, which are voluntary.

Families at URM are referred to FSCs for assessment based on the family's SPA of origin, unless logistical or safety issues indicate that an FSC for a different SPA would be a better fit. Staff from PATH, the SPA 4 CESF lead agency, are co-located at URM, two days per week, to assist with coordination of families to other SPAs, as needed, and to assess families connected to SPA 4.

Appendix I provides data for families being served by the SRAT on Skid Row.

Section 2. Current Functioning of CESF

As directed by the Board, the CEO and LAHSA, in coordination with DPSS, DHS, DMH, DPH, LACDA, previously known as CDC and DCFS, conducted a comprehensive trends analysis of the functioning of the CESF; convened a workgroup to develop a comprehensive set of recommendations to strengthen the CESF (Section 3: Future of the CESF), and identified parameters for the recurring progress report that was requested by the Board. Attachment IV includes a list of Workgroup participants who helped to inform this report. Also listed are the eight nonprofit CESF lead agencies operating FSCs, who provided input and support on data analysis, context setting, and participated in discussions regarding systemic and programmatic implications of the data.

The analysis covered inter-dependent system functions and components to illustrate changes in system demand and performance over time, ranging from Quarter One (Q1) of FY 2015-16 to Quarter Two (Q2) of FY 2018-19. In addition, the analysis explored the intersections between County mainstream systems and the CESF, for FY 2016-17 and FY 2017-18. We also reviewed FY 2018-19 data related to services engagement in Skid Row (Appendix I). Of note, the lack of available data on survivors of domestic violence and their children, who received services from the CESF, was a limitation of the analysis[4].

System Access & Enrollments
Demand for CESF services has increased steadily since July 2015, as demonstrated by screening and enrollment data. Most recently (FY 2018-19, Q2), the CESF saw a 26 percent increase in the number of new families screened for services, compared to the same quarter in the previous fiscal year (FY 2017-18, Q2). This growth was on top of a 16 percent increase from the same quarter in FY 2016-17 to FY 2017-18. Housing Program enrollments, including interim housing and RRH enrollments, have increased 250 percent from FY 2016-17, Q2 to FY 2017-18, Q2.

While the system has seen an overall spike in enrollments, some SPAs appear to have been impacted more substantially than others. The number of active enrollments in SPAs 1, 3, 6, and 7 each increased over 300 percent between FY 2016-17, Q2 and FY 2018-19, Q2 (Graph 1, page 10).

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[4] The systems analysis relied upon HMIS data. Domestic violence providers are prohibited by Federal law from entering identifying information on survivor households in HMIS.

Graph 1: Families Served in All Program Components by SPA

**Active Families for All Program Components**
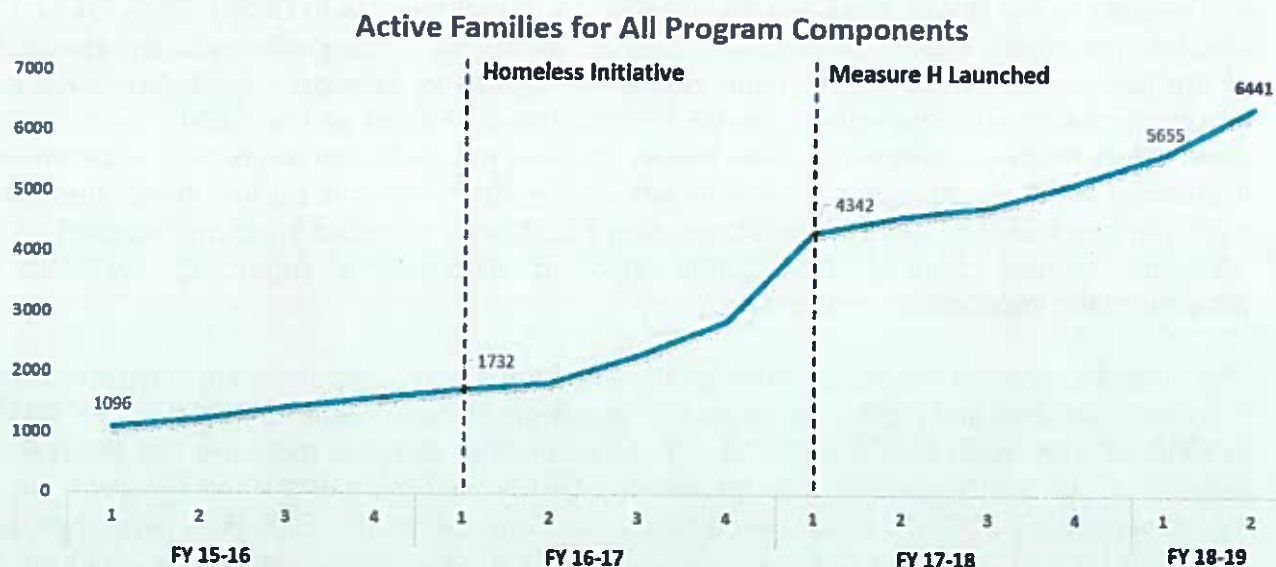
One of the contributions that increased crisis housing enrollments is the large number of carryover households from FY 2017-18. Because families were not exiting the system within the anticipated timeframe, FSC contracts for FY 2018-19 started at only 50 percent for new families served by the FSCs. As highlighted in the Interim Housing section, families are not exiting as quickly as they were in prior years. Housing affordability, as noted in Appendix II, Macro Environmental and Policy Forces, is a primary factor driving this trend.

Interim Housing

In December 2018, the system saw a 67 percent increase in active households enrolled in crisis housing. Since FY 2015-16 (Q1), there was a nearly 400 percent increase countywide in active households in crisis housing, inclusive of both site-based programs and motel vouchers, as indicated in Graph 2. Enrollments continued to grow with the launch of Measure H.

Graph 2: Active Crisis Housing (CH) Households by Quarter

CH Active Households by Quarter

CH Number of Active Households By Quarter
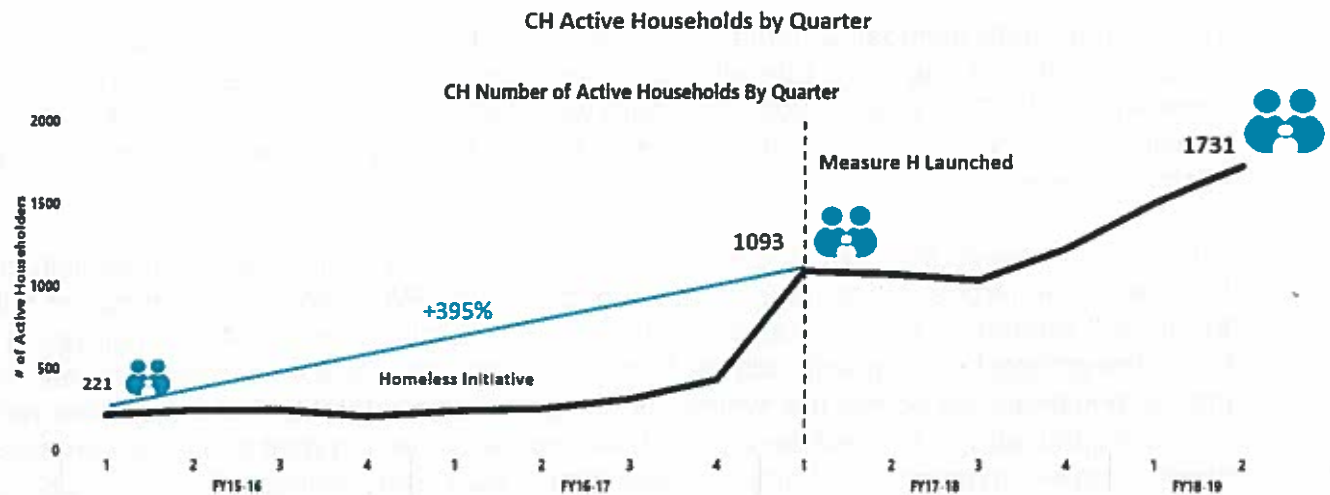
The precipitous rise in families enrolled in crisis housing has stretched the system beyond its funded capacity. Collectively, the system was at 133 percent of its *FY 2018-19* contracted capacity at the end of Q2 of FY 2018-19, and nearly 3,000 families are projected to be served through Q4 of FY 2018-19 (Graph 3).

The greatest number of families in crisis housing reside in SPAs 2 and 6. Combined, these two SPAs account for 55 percent of systemwide occupancy at of the end of Q2, FY 2018-19. These SPAs have also experienced the steepest increases in the number of families enrolled in crisis housing.

Graph 3: Served within LAHSA Crisis Housing Programs, FY 2018-19

Served within Crisis Housing FY 18 - 19
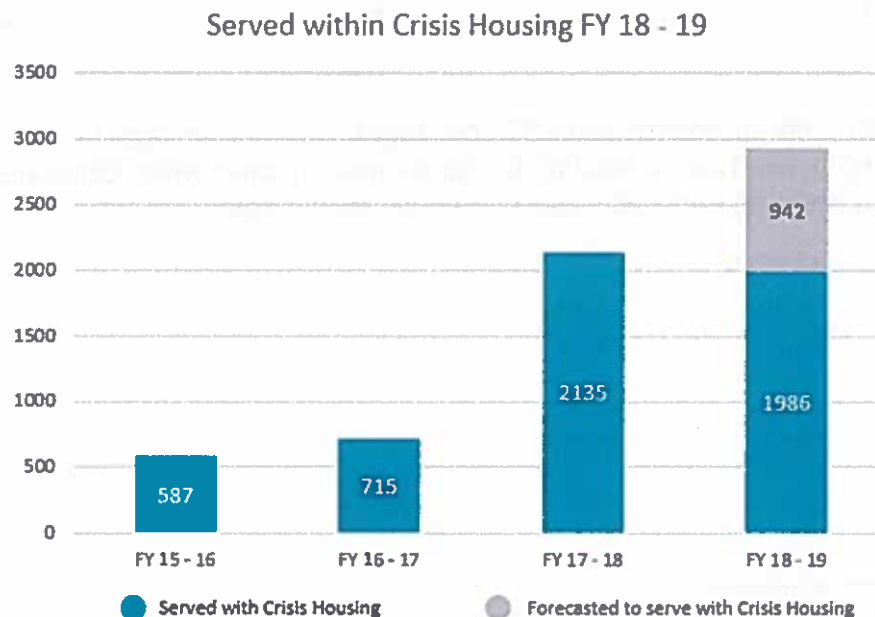
Expanding Shelter Capacity

To accommodate increasing demand for shelter, LAHSA and its partners have focused on expanding shelter capacity through new sites and/or additional beds at existing sites. Between FY 2017-18 and FY 2018-19, there was a 41 percent increase in site-based interim housing units, consisting of both crisis and bridge housing programs, across the system (Table 1, page 12).

Six SPAs increased their unit capacity, while two SPAs maintained their unit capacity during this time. The largest percentage increase occurred in SPA 1; however, that region still has the fewest number of interim housing units with just 13 total units. SPA 6 continues to have by far the greatest unit capacity with 287 units. Overall, despite a 41 percent increase in new interim housing units across the system, bringing the current total to 582 units, there remains an inadequate supply to meet the demand, forcing the system to continue to rely on motels to shelter families experiencing homelessness, which exacerbates already increasing costs.

Table 1: Change in Site-Based Interim Housing Units (Crisis and Bridge) By SPA

SPA	FY 2017-18	FY 2018-19	Percent Change
1	4	13	+225%
2	40	58	+45%
3	14	20	+43%
4	54	86	+59%
5	50	50	+0%
6	192	287	+49%
7	15	15	0%
8	43	53	+23
TOTAL	412	582	+41%

Motels, which cost approximately $105 per night, are increasingly being used to ensure that families are not turned away, leading to higher system costs when compared to costs for other family interim housing units ($65 per night[5]) as shown below.

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[5] Not inclusive of bridge housing.

Graph 4: Crisis Housing Participants and Breakdown of Interim Housing Cost[6] (FY 2018-19 Q1-Q2)
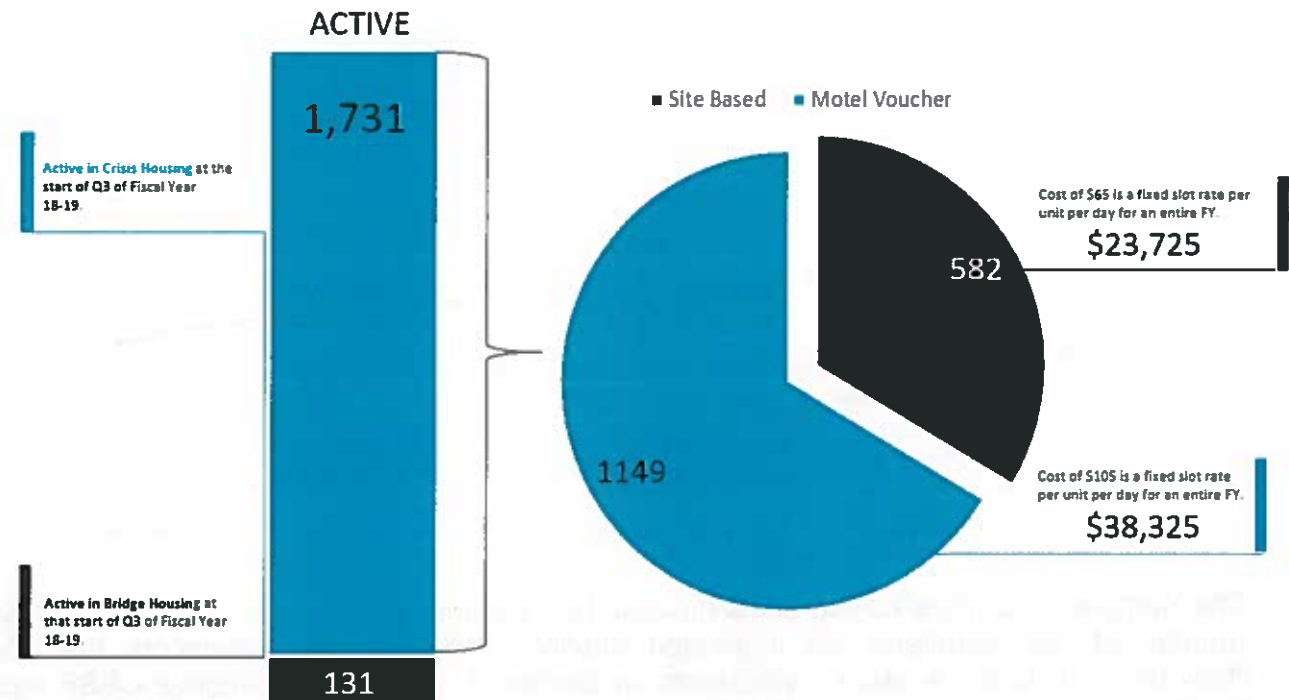
Crisis Housing Turnover

The lack of shelter capacity and the expensive use of motels as alternative shelter are compounded by inadequate turnover of the crisis housing inventory. Lack of case management for crisis housing could also be a contributor. In practice, this means that families are remaining in shelter for longer periods of time, leaving families who need shelter without sufficient options. In fact, the gap between new and exited enrollees in crisis housing is worsening (Graph 5).

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[6] Based on FY 2018-19 (Q1-2) costs

Graph 5: Crisis Housing Exits and New Enrollments FY 2015-16 to FY 2018-19, Q2

CH Exited and Newly Enrolled Families

— Newly Enrolled — Exited
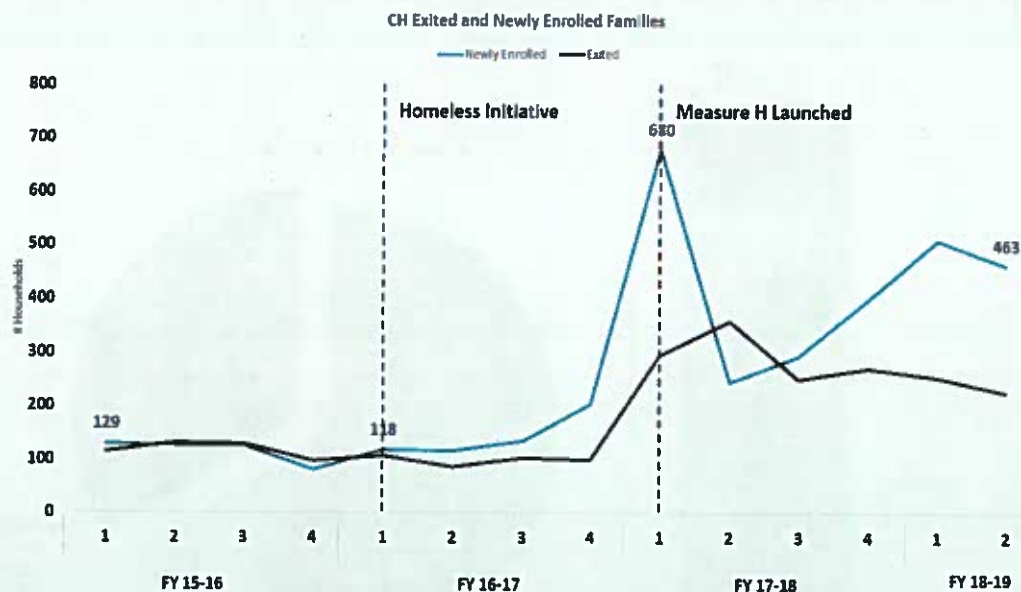
The number of families exiting crisis housing has declined since FY 2017-18 Q2, while the number of new enrollees has increased rapidly. These trends underscore the lack of "flow-through" in the system – discussed in Section 1, as vital for effective CESF system functioning. Not surprisingly, the CESF is experiencing an increase in the lengths of stay by 36 percent from FY 2016-17, Q2 to FY 2018-19, Q2, with the current average stay close to five months. Taken together, these phenomena create "gridlock" and undermine the efficacy of the whole system.

With regards to exits from interim housing, the analysis shows that while more families are exiting crisis housing to permanent housing than ever before, the system is seeing less relative success in this regard. Specifically, the percentage of families with a successful exit from crisis housing (i.e., to permanent housing) is decreasing, as a share of total exits (Graph 6, page 15).

Graph 6 (at right): Interim Housing Exits to Permanent Housing and to Any Other Destination FY 2018-19 (Q1-2)

CH and BH Active

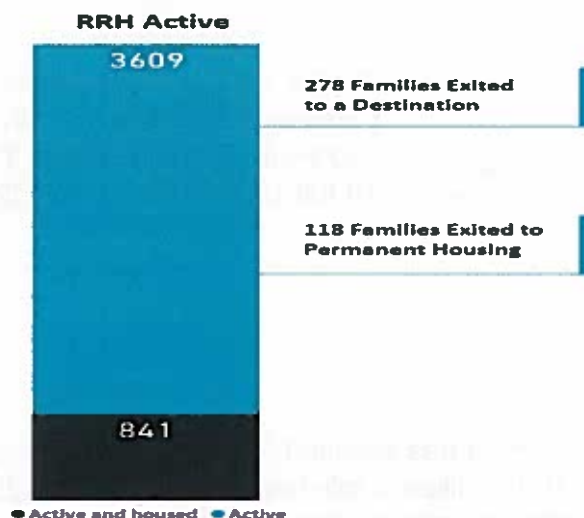|	
1731	**227 Families Exited to all destinations from Crisis Housing**
	109 Families Exited to Permanent Housing from Crisis Housing
131	**18 Families Exited to Permanent Housing**

● Active Bridge Families ● Active Crisis Families
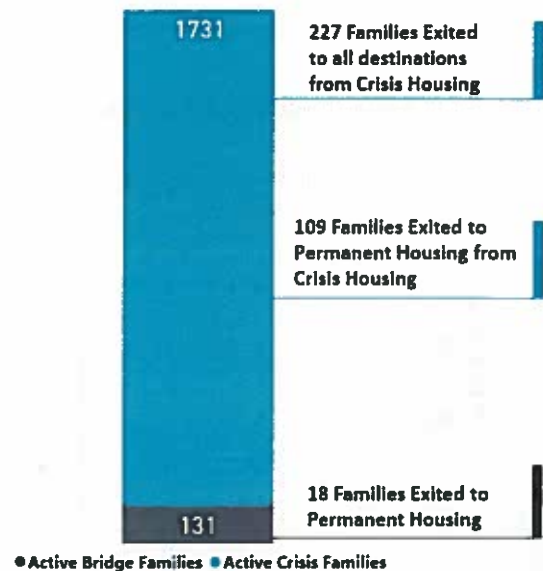
Rapid Re-housing (RRH)

Due to the high demand and the current protocol to enroll all families into RRH unless linked to PSH, the CESF is enrolling families beyond the funded capacity. CESF experienced a consistent increase in families enrolled in RRH from FY 2015-16, Q1 through FY 2018-19, Q2 with total RRH enrollments exceeding 4,400 (Graph 7). The largest increase from FY 2017-18, Q2 to FY 2018-19, Q2 has been in SPA 1 (225%). Other large increases occurred in SPA 2 (31%), SPA 3 (33%), SPA 6 (43%), and SPA 7 (52%).

RRH Active

3609	**278 Families Exited to a Destination**
	118 Families Exited to Permanent Housing
841	

● Active and housed ● Active

Graph 7 (at left): RRH Families Being Served and Families Who Exited Permanent Housing and any other destination FY 2018-19 (Q1-2)

While the number of active families enrolled in RRH has increased, the number who have secured housing has not. After steadily increasing (move-ins) from FY 2015-16, Q1 to FY 2017-18, Q2 because of increased funding to support RRH, the number of enrolled families who moved into permanent housing steadily declined from FY 2017-18, Q3 to

FY 2018-19, Q2 (Graph 8). This decline could be due to large caseloads (Graph 10) and the challenges finding permanent housing in the current rental market.

Graph 8: Families Served by RRH - Trends FY 2015-16 through FY 2018-19
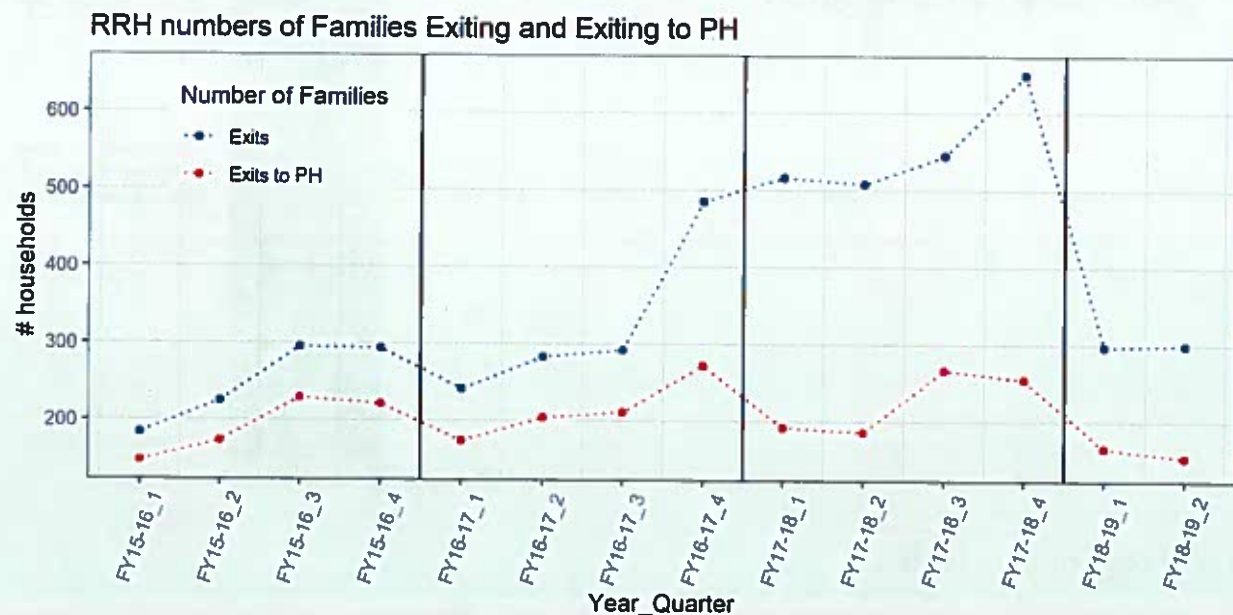
As noted below in Graph 9 (page 14), the percentage of families currently being served by the program (active[7]) families with move-in (i.e., living in permanent housing but still receiving RRH services) has dropped sharply relative to total families overall being served, from 48 percent in FY 2016-17, Q2 to 21 percent in FY 2018-19, Q2. This decrease in families moving into housing helps to explain why lengths of stay in interim housing are growing. It also contributes to the ballooning caseload sizes above system standards.
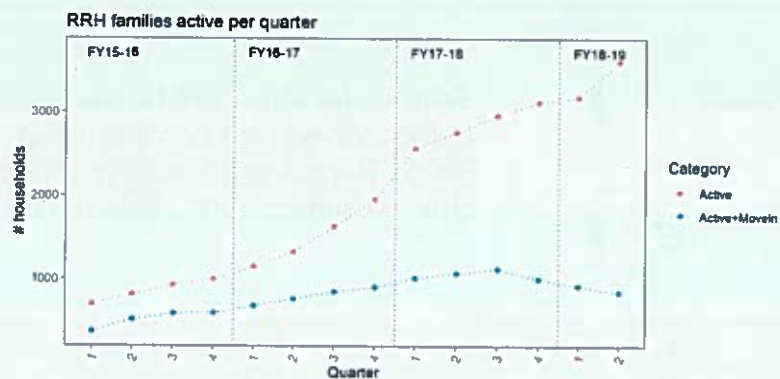

Graph 9 (at left): RRH Active Families Being Served Who moved into Permanent Housing, FY 2015-16 through FY 2018-19, Q2

The large number of families being served in RRH has resulted in extremely high caseloads. Across all FSCs, the average caseload is 1:100 families, while the system goal is 1:25 families (Graph 10). These large caseloads negatively impact the ability of case managers to effectively work with families to secure housing and exit the program.

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[7] Active is defined as enrolled in a program and not exited.

Graph 10: Current CESF Case Management Ratios
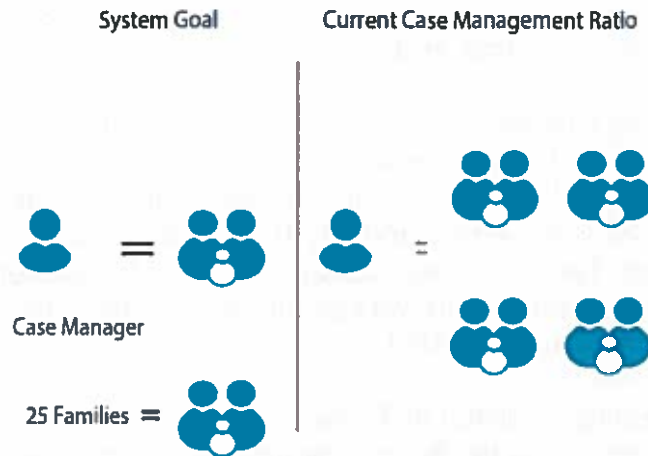
Prevention and Problem Solving/Diversion

Prevention services represent one of the most recent components of the system to be established. FSCs began providing prevention services in FY 2015-16. Enrollments in prevention have increased each year, as shown in Table 2.

Table 2: Total number of unique families receiving Prevention Services per quarter

FY	Quarter	Active	Newly Enrolled	Exited	Exited to PH
FY 2015-16	3	125	108	11	5
FY 2015-16	4	257	137	95	77
FY 2016-17	1	237	69	98	66
FY 2016-17	2	176	37	38	32
FY 2016-17	3	259	117	48	32
FY 2016-17	4	377	159	105	84
FY 2017-18	1	515	227	124	98
FY 2017-18	2	579	187	142	114
FY 2017-18	3	578	137	153	110
FY 2017-18	4	628	197	130	93
FY 2018-19	1	792	289	81	68
FY 2018-19	2	896	181	278	258

As of FY 2018-19, Q2, CESF providers had exceeded their contracted capacity for the full fiscal year, suggesting the need for increased resources to meet community demand. Along with diversion, prevention services are critical to reducing system entries and more effectively managing system resources.

Problem-Solving/Diversion, implemented in FY 2017-18 for the CESF, supports families to locate safe, appropriate alternatives to the homeless response system, such as staying with

family or friends. In FY 2017-18, more than 950 families were assessed for diversion and a total of 803, or 84 percent of families were successfully diverted.

Intersections: County Systems and CESF

The County Enterprise Linkages Project (ELP) data identifies homeless family members who had contact with County Departments either before, or after, the provision of services by CESF, as recorded in HMIS. Analysis of this data indicates that families in CESF programs (prevention, interim housing, RRH, and PSH) are connected to DPSS at higher rates than other County services (Table 3). The data also indicates for households enrolled in prevention and interim housing programs, there was an increased connection to DMH and DHS services in FY 2017-18 compared to FY 2016-17.

One limitation of the data depicted in Table 3 is that it only identifies families served by both systems at some point during the fiscal year and does not show when the overlap occurred. Having data in real time through ELP that shows when families are being served across systems would be beneficial to supporting better service coordination. AB 210, newly passed legislation that allows county and provider agencies to share confidential data to coordinate housing and supportive services, will enable near real-time sharing.

Table 3: Comparison of FY2016-17 and FY2017-18 County Service Use Among Family Members in HMIS by Homeless Service Type

Prevention	FY 2016-17		FY 2017-18		
	# of Family Members	% of Family Members matched in HMIS	# of Family Members	% of Family Members matched in HMIS	% Increase/ Decrease*
DCFS	146	4%	101	2%	-31%
DMH	328	8%	426	9%	30%
DHS	101	3%	122	3%	21%
DPSS CalWORKs*	N/A	N/A	1,652	36%	N/A
Total Prevention Individuals in HMIS	3,997		4,579		

*Note: Comparing FY2016-17 # of Family Members to FY2017-18 # of Family Members

Interim Housing	FY 2016-17		FY 2017-18		
	# of Family Members	% of Family Members matched in HMIS	# of Family Members	% of Family Members matched in HMIS	% Increase/ Decrease*
DCFS	139	4%	249	4%	-20%
DMH	365	12%	1,042	15%	27%
DHS	128	4%	371	5%	30%
DPSS CalWORKs*	N/A	N/A	3,089	44%	N/A
Total Interim Housing Family Members in HMIS	3,139		7,101		

*Note: Comparing FY2016-17 # of Family Members to FY2017-18 # of Family Members

Rapid Re-housing	FY 2016-17		FY 2017-18		
	# of Family Members	% of Family Members matched in HMIS	# of Family Members	% of Family Members matched in HMIS	% Increase/ Decrease*
DCFS	432	3%	558	3%	-12%
DMH	1,458	12%	2,260	12%	5%
DHS	484	4%	659	4%	-5%
DPSS CalWORKs*	N/A	N/A	7,837	42%	N/A
Total Rapid Re-Housing Family Members in HMIS	12,586		18,516		

*Note: Comparing FY2016-17 # of Family Members to FY2017-18 # of Family Members

Permanent Supportive Housing	FY 2016-17		FY 2017-18		
	# of Family Members	% of Family Members matched in HMIS	# of Family Members	% of Family Members matched in HMIS	% Increase/ Decrease*
DCFS	153	5%	53	2%	-69%
DMH	484	17%	589	18%	10%
DHS	163	5%	259	3%	-39%
DPSS CalWORKs*	N/A	N/A	1,421	44%	N/A
Total Permanent Supportive Housing Family Members in HMIS	2,920		3,228		

*Note: Comparing FY2016-17 # of Family Members to FY2017-18 # of Family Members
* DPSS data not available for FY 2016-17 due to the transition from LEADER to LEADER Replacement System (LRS).

Additional trends have been identified for the above interventions in Table 3:
- The percentage of family members receiving prevention services who also were served by DMH and DHS remained fairly constant from FY 2016-17 to FY 2017-18, while those connected to DCFS decreased by a sizable 41 percent.
- Across all HMIS program components, there was a decrease in the number of families accessing DCFS services
- In FY 2017-18, the largest percentage of families also in HMIS across all program components were connected to DPSS.

DPSS Housing Programs and Referrals to CESF

DPSS data indicate that the DPSS crisis housing program, Temporary Homeless Assistance (HA) Program, served just over 20,000 families (Table 4) in FY 2016-17 and nearly 24,000 families in FY 2017-18. There was also a sizable increase in utilization of the Permanent HA program and Prevention programs. These trends are similar to the CESF in terms of the increased demand for housing resources. As part of the design of the CESF, the co-located HCM and FSC staff coordinate to ensure that DPSS housing resources are maximized by

families. In FY 2018-19, LAHSA and DPSS have been working with FSCs and HCMs to reinforce existing protocols or provide additional guidance on coordination across the CESF and DPSS to ensure effective integration.

Table 4: DPSS Housing Program Data FY 2016-17 and FY 2017-18

DPSS Housing Program Data Fiscal Year (FY) 16-17 and FY 17-18

Categories	DPSS Housing Program	FY 16-17		FY 17-18	
		# of Families Served (Unduplicated)	Total Expenditures	# of Families Served (Unduplicated)	Total Expenditures
Crisis Housing	Temporary Homeless Assistance (HA) Program	20,091	$13,021,326	23,868	$15,843,214
	Temporary Homeless Assistance Program (THAP)+14	5,346	$3,657,942	5,263	$3,548,054
Permanent Housing	Permanent HA Program	2,003	$2,584,790	2,565	$3,651,078
	Moving Assistance (MA) Program	866	$830,684	764	$597,726
Prevention	Permanent HA Arrearages	7	$6,725	11	$12,573
	Emergency Assistance to Prevent Eviction (EAPE) Program	789	$1,043,379	1,008	$1,123,287
	4-Month Rental Assistance (RA) Program	969	$540,871	1,273	$569,865
GRAND TOTAL		30,071	$21,685,717	34,752	$25,345,798

Note: The source of the data for the number of families served is a CEO data run that was completed on 2/11/19. The source of the data for the program expenditures is an internal DPSS ad hoc report.

Table 5: DPSS Referrals to CESF

DPSS District Homeless Case Manager (HCM) Rapid Rehousing and Prevention Referrals to CES

Referral Type	FY 16-17	FY 17-18
	# of Referrals	# of Referrals
Rapid Rehousing Referrals	N/A	1427
Prevention Referrals	N/A	1200
GRAND TOTAL	N/A	2627

Note: The source of the data is self-reported by DPSS District HCMs. FY 16-17 is not available.

DPSS District Offices are a key referral source for CESF. DPSS refers a family to the CESF when the family is not eligible for any DPSS-administered housing interventions, per the existing contract with LAHSA. According to self-reported data (Table 5), DPSS HCMs

provided more than 2,600 referrals to CESF RRH and prevention services during FY 2017-18. Data was not available for prior fiscal years or for any quarters in FY 2018-19. Referrals were directed to the local FSCs. Through the CalWORKs Housing Support Program (HSP), DPSS also provides funding to the CESF to support linkages to crisis and permanent housing for families.

Gaps Analysis and Projections

The gaps analysis indicates the constraints the system is currently experiencing in FY 2018-19. As exemplified by the large number of "carry-over" families from FY 2017-18, the system is unable to efficiently move families from enrollment into permanent housing. This has a compounding, negative effect, as the higher the number of households carried over at the start of FY 2018-19, the more the system lacked capacity to absorb new families in need.

At the start of FY 2018-19, all system components (FSC, Prevention/Diversion, RRH etc.) were on pace to become quickly oversubscribed, as carry-overs represented 51 percent of the FSCs annual contracted capacity, 60 percent of prevention and diversion capacity, 88 percent of RRH capacity, and 88 percent of interim housing capacity. Assuming the same pace of new enrollments in Q3 and Q4 as occurred in Q1 and Q2 of FY 2018-19, all CESF program components show a deficit in funds needed to serve the current and anticipated new households for the remainder of the fiscal year. The largest deficit is for interim housing, followed by RRH.

For purposes of comparison, Funding Scenarios (Attachment III) were developed, projecting outcomes based on current funding, and with additional funding recommendations, using global assumptions and system projections. These assumptions, as well as, unknown variables in the system, are included in the Funding Scenarios. Two of the scenarios included represents a shift in the current expectation that all families experiencing homelessness will be served through CESF.

Section 3. Future of CESF

This section consists of two parts:

A.) Recommendations to optimize system function and to improve outcomes for families, at-risk of, or experiencing homelessness, in LA County. Priority recommendations are grouped in the following categories:

1. System Access and Referrals
2. Prevention and Diversion,
3. System Capacity and Coordination,
4. Housing Stability and Retention,
5. Interim Housing,
6. Permanent Housing, and
7. Funding/Advocacy.

B.) A proposed template for the consolidated recurring reporting to enable ongoing monitoring of the performance of CESF.

A. Recommendations

Recommendations presented in this section are not yet implemented unless indicated as "*In Progress*," which includes strategies being actively implemented, as well as, those in some stage of planning.

The recommendations presented were developed and prioritized by the Workgroup and the three subgroups of the Workgroup formed to specifically focus on key areas to enhancing the CESF. The subgroup focus areas were: 1) Enhancing Connections to County and LAHSA Resources; 2) CESF and County Partner Data; and 3) Policy and Funding.

Additional recommendations that were not identified as priority by the Workgroup can be found in Appendix III.

1. System Access and Referrals

As noted in Section 2, there are significant increases in families being served in the CESF. This increase is attributable to a rapid expansion of referrals and inflow into the CESF. Responding to the increase in referrals has challenged the current structure of the CESF, in which one centralized agency (FSC) per SPA is funded to serve families. In response to these challenges, the Workgroup put forward several recommendations aimed at: 1) improving referral processes into the system; and 2) enhancing the CESF infrastructure to respond to the increased inflow.

Improving Referral Processes (*In Progress*): Efforts already underway to improve the referral processes into CESF include:

1.1   Launching efforts to ensure appropriate referrals to the homeless services system from other County agencies:
- County agencies should refer families after a review of potential eligibility for homelessness resources within their respective agencies to maximize mainstream resources.
- This includes enhancing efforts to educate and train referral partners (service organizations, City and County agencies) on the scope of services provided by CESF and eligibility criteria for those services.

1.2   Establishing screening and referral processes from the Union Rescue Mission to FSCs to increase the number of families on Skid Row who can resolve their housing crises, either through diversion or connection to appropriate housing resources.

The Workgroup recommends the following *additional* strategies to improve referral processes and support CESF lead agencies in managing the increased inflow:

1.3   Develop consistent messaging for various stakeholders regarding the capacity of the CESF, eligibility criteria for services, and expectations of service.   Messaging should reflect:
- The capacity of the CESF and its ability to, or limitations in supporting more than the current 4,500 families being served in RRH as of FY 2018-19;
- The CESF goal to effectively serve families based on their identified needs and the availability of funded resources to resolve their homelessness;
- Family accountability in participating in their housing plan.

Available resources may include diversion, prevention or other housing programs, such as, RRH.

1.4   Identify additional opportunities for improving services to families on Skid Row, including cross-training, reallocation of staffing resources, and strengthening diversion processes.

Enhancing CESF Infrastructure (*In Progress*): LAHSA is undertaking the following to create an infrastructure that better supports providers in responding to the increased inflow into CESF:

1.5   Building on the standardized referral processes (1.1) that include an initial referral form to the CESF Lead agencies (FSCs), LAHSA is developing a referral process from CESF to City, County, or Community Resources to maximize mainstream resources, particularly in times when CESF agencies reach capacity. Other efforts include developing a detailed list of emergency shelter and safe parking locations

within each SPA, protocols to link to other resources such as HCID's Family Source Centers, DPSS, etc., and provide additional training to CESF agencies and City, County and community partners on the CESF purpose, process and expectations.

1.6   Create additional Access Points and Centers for families to increase access to screening, and when appropriate, assessment. This will ensure a connection to necessary resources to rapidly resolve their housing crises.

2.   Prevention and Problem Solving/Diversion

In addition to improving system design and referral processes, enhancing homelessness prevention and problem solving/diversion practices countywide is a critical component of a strategic response to the increasing inflow into homelessness and into the CESF. The Workgroup identified that prevention and diversion-oriented solutions must go beyond the programs currently funded within the CESF and include enhanced prevention strategies that are "upstream" of the homeless services delivery system.   The Workgroup recommends **additional** steps be taken to expand diversion and prevention efforts countywide.

Expanding Tenant Protections: The County has recently taken actions to protect tenants in the unincorporated areas of the County and is in support of State action to enhance tenant protections; therefore, it is *recommended* that the Board take the following action to further protect tenants:

2.1   Advocate for State legislative change to reduce the number of families facing evictions and large rent increases by supporting Assembly Bill (AB) 36, which would give local jurisdictions more flexibility in enacting rent stabilization ordinances, and AB 1481, which would prevent landlords from evicting families without sufficient cause.

At present, jurisdictions are restricted from enacting rent stabilization measures units constructed after 1995 (or whenever they first enacted a rent stabilization ordinance, if earlier in time) or on units in single-family homes. In addition, in most jurisdictions, landlords can evict tenants without cause.

Expanding Prevention and Problem Solving/Diversion Practices: The Workgroup also put forward several recommendations to expand Prevention and Problem Solving/Diversion efforts across system partners, including:

2.2   Integrate Problem Solving/Diversion practices across County agencies and other referral partners, including Skid Row sites. Sufficient training and infrastructure to support integration should be included.

2.3   Establish a prevention focus within County departments with staff who can focus and specialize in Problem Solving/Diversion interventions.

2.4 Identify mechanism and provide flexibility for CESF lead agencies to tailor Problem Solving/Diversion practices to meet family needs onsite or in partnership with other agencies to support self-resolution and problem solving.

3. System Capacity and Coordination

The Workgroup considered various ways to improve the capacity of CESF and its service providers, and to further enhance coordination and alignment with other systems of care. Several efforts are already underway, and the Workgroup recommended additional actions to further support these efforts. Recommendations can be grouped in the following categories: 1) strengthening coordination with mainstream systems; 2) enhancing CESF provider capacity; 3) supporting alignment with domestic violence/intimate partner violence service providers; and 4) improving data sharing.

Strengthening Coordination with Mainstream Systems (*In Progress*):

3.1 Establishing consistent protocols for co-located mainstream system staff at FSCs to interface with homeless families to support access to mainstream benefits and ensure effective interventions and referrals.

3.2 Identify areas for additional systems collaboration between DCFS and LAHSA through ongoing collaboration and lessons learned from the DCFS/LAHSA One Roof Collaboration[8].

In addition to coordination efforts currently underway, the Workgroup recommended *additional* actions, including:

3.3 Maximize access and utilization of DPSS Housing Programs and Services for CalWORKs families before a family enters the homeless system.

- Strengthen integration of the co-located DPSS HCM at the FSC to better coordinate homeless services and access to mainstream benefits, which may include the issuance of DPSS benefits without the need for the family to go to a DPSS district office.

3.4 Evaluate use of prevention resources across child welfare and the homeless services system to identify any improvements in providing appropriate resources to at-risk families such as the Prevention & Aftercare Networks prior to requiring housing crisis services.

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[8] Part of a national initiative, LAHSA and DCFS, LACDA and the CEO's Strategic Partnerships and Homeless Initiative leaders and others have worked together since June 2017 to establish a Los Angeles County planning focused on developing housing solutions for families at the intersection of homelessness and child welfare involvement. The LA One Roof team completed an initial action plan in 2018 and began to convene monthly core team meetings. Results include supporting the city and county housing authorities in securing new federal Family Unification Program housing vouchers, creating a draft referral screening tool, completing a system map and analysis of DCFS housing resources.

Enhancing CESF Capacity (*In Progress*):

3.5   Providing additional training to support CESF staff effectiveness in service delivery to families with unique needs. Training modules should include serving families with young children, serving families with disabilities and special needs, and providing trauma informed care for children.

3.6   Developing a CESF Operations Guide to support implementation of core CES policies approved by the CES Policy Council to streamline and standardize practice across all SPAs. The Operations Guide will be released in July 2019. It will focus on providing guidance for how families across the system are consistently assessed, prioritized for resources, and matched to housing across SPAs, which will ensure that each FSC operates under the same guidelines.

In addition to enhanced training and operational guidance, the Workgroup recommends actions to improve the infrastructure of CESF, including:

3.7   Ensure that RRH and Access Centers are each funded separately and sufficiently. FSCs are currently utilizing RRH funding to support other system components, including screening and assessment, which are generally Access Center components. This has reduced the overall effectiveness of both Access Centers and RRH services.

- Ensure messaging to the community about any service delivery changes resulting from the implementation of Countywide uniform practices implemented through the CESF Operations Guide.

Improving Data Collection and Supporting Alignment with Domestic Violence/Intimate Partner Violence (DV/IPV) Service Providers (*In Progress*): A critical component of system coordination emphasized by the Workgroup is the need to establish greater alignment between DV/IPV service providers and the homeless services system to ensure that the needs of families at risk of, or experiencing homelessness, and impacted by DV/IPV are met, and that LAHSA and its partners can make data-informed resource allocation decisions. One effort currently underway to address this is:

3.8   Implementing a confidential database for DV/IPV providers to enter de-identified client information and allowing the CESF to do more effective and equitable matching of housing and services for this population.

Improving Data Sharing: The need for improved data sharing across system partners – and particularly with mainstream County departments - was emphasized throughout the Workgroup process. A persistent challenge is differing agency data definitions and the lack of systemic reporting of various data elements around family homelessness.

3.9   Incorporate County department data for the identified data elements in the Quarterly CESF Report (see Section B below).

3.10   Develop common data elements for tracking of homelessness across County agencies and the CESF to support evaluation of data.

3.11   Further identify strategies and approaches for making overall data collection more efficient, such as, automating data pulls across HMIS and County data systems and eliminating barriers to data sharing across agencies through AB 210 and other opportunities.

4.   Housing Stability and Retention

Workgroup participants recognized a holistic strategy to address family homelessness must include an emphasis on factors that contribute to housing stability and retention. Therefore, alongside recommendations to expand services to families and increase the availability of housing resources, the Workgroup also identified several recommendations focusing on sustaining housing stability among families experiencing homelessness.

Supporting Efforts to Increase Economic Stability (*In Progress*): Initiatives currently underway that aim to support housing stability for families include:

4.1   Launching a Shallow Subsidy Program to provide limited income support to families exiting RRH who are still working to increase their income and/or secure affordable housing. The Shallow Subsidy program, which will begin by the end of FY 2018-19, will serve households exiting RRH programs who require a housing subsidy to maintain housing stability while they continue to increase their income and/or secure affordable housing.

Additional recommendations for supporting families in efforts to increase their income through stable employment include:

4.2   Creation of policies to enhance collaboration between the homeless service delivery system and public workforce development programs, including DPSS Greater Avenues for Independence (GAIN) and public workforce agencies (American Jobs Career Centers). Prioritize workforce resources for participants experiencing/exiting homelessness.

4.3   Evaluate the existing CalWORKs Transitional Subsidized Employment (TSE) program and develop additional training and support to ensure programs sufficiently prepare homeless/recently-homeless TSE participants for placements and match participants to sustainable long-term employment.

Expanding Access to Child Care: Workgroup participants emphasized the central role that child care plays in families' stability and in further supporting efforts to increase income. Recommendations to address the existing gap in affordable, accessible child care include:

4.4   Support State budget advocacy to increase funding for free or affordable child-care programs for low-income families.

4.5   Ensure consistency in access to and referrals to childcare resources in all SPAs by expanding current DPSS Child Care Pilot and LACOE Early Head Start Pilot. Analyze eligibility barriers to current childcare resources.

5. Interim Housing

Among the next steps needed to improve the effectiveness of the CESF, Workgroup participants identified recommendations relating to expanding interim housing capacity, improving services quality and controlling system costs.

Interim Housing Capacity (*In Progress*):

5.1 Develop congregate interim housing sites for families. This will address the gap between families in need of interim housing and the number of interim housing beds for families currently available. Congregate housing will shelter approximately 20-30 families per site, in a shared space. Efforts are underway to identify locations that can be repurposed, or are underutilized, including private and public (City, County or LAUSD) sites. LAHSA is currently working with a real estate broker who has identified a list of 15 potential private sites in the City of Los Angeles and Unincorporated Areas of the County and is working to add more locations. An action plan was created to be able to operationalize a site within 72 hours of the site being determined suitable and ready for interim housing.

Additionally, a recent Board Motion directed the CEO to engage the San Gabriel (SGV) cities to identify space that can be used for interim housing within their cities.

Given the continued need for additional interim housing capacity, additional recommendations to be pursued include:

5.2 Augment efforts to streamline development of interim housing and explore ways to use publicly-owned properties, including state-owned armories and city properties, to increase the number of interim housing units available to the family system.

5.3 Dedicate a portion of funding from the new Los Angeles County Interim Housing Capital Funding Pool to develop additional interim housing units specifically for families.

5.4 Work with DMH and DHS, who also administer interim housing for families, to develop a streamlined process to access these interim housing beds for families, as needed.

Managing the Use of Motels (*In Progress*):

5.5 Implement master-leasing of individual motels. Master-leasing will ensure units are available, on a more reliable basis, while creating economies of scale that may drive down the per unit cost, potentially from $110 per unit, per night to $80-$90 per unit, per night.

5.6 Implement centralized administration of motel vouchers. Currently, the demand for interim housing is so great that non-profit agencies are often competing against each other to secure motel rooms as interim housing. This demand allows motel owners to increase unit costs for competing providers. Centralized

motel administration, which is planned for FY 2019-20 implementation, would eliminate non-profit agencies competing against each other, resulting in lower and more standardized rates for motel rooms.

Setting Policies for Participants in Interim Housing (*In Progress*):

5.7   Continue piloting and evaluating a cost-sharing model for families living in motels, whereby a family residing in a motel pays 30 percent of their income towards their motel stay. This policy shift, being piloted in SPA 2, is intended to incentivize families to exit a motel if they can safely reconnect with family and friends or connect with other housing options (including subsidized permanent housing).

In addition to increasing the stock of interim housing, the Workgroup highly recommends augmenting the services that help interim housing participants exit to permanent housing.

Augmenting the Quality of Services:

5.8   Develop County-led teams to address the needs of families with higher barriers, especially those housed in motels, to support a quicker exit out of homelessness.

5.9   Increase funding for case management staff specific for families in interim housing. This will ensure that high need families residing in interim housing or motels are in regular contact with case management staff and are working to connect to permanent housing resources.

5.10 Ensure consistent bed rates across the County to ensure high quality services at all interim housing sites, including for "high-barrier" families. The FY 2019-20 Measure H Funding recommendations include an increase to $80/night for LAHSA-funded interim housing beds. For some "high barrier" families, a higher rate may be needed.

6.   <u>Permanent Housing</u>

Workgroup participants highlighted that the most vital piece of the CESF is the ability to offer permanent housing solutions to which families can safely exit. Without additional permanent housing capacity, families remain in interim housing, return to dangerous living situations and/or cycle back into homelessness.

Improving Usage of Vouchers and Subsidies (*In Progress*): Several current initiatives to improve deployment of existing rental subsidies include:

6.1   Matching through CES high-acuity families who are awaiting a housing resource to available permanent housing resources as well as pairing these resources with families that have been housed through RRH but need a longer-term rent subsidy.

6.2   Strengthening source of income protections at the County level to increase voucher-holders' access to market rate units. At present, LACDA is developing

a Source of Income Discrimination Ordinance, that would apply to the unincorporated areas of the County. The County has also sponsored SB 329, State-level legislation to create uniform protections against source of income discrimination Statewide.

Despite the above initiatives, more changes are needed to facilitate the use of rental subsidies in market-rate housing units including:

6.3   In collaboration with all Public Housing Authorities (PHAs) in the County, advocate for changes to Federal policy, which places occupancy restrictions on family units rented with federally-subsidized RRH and Housing Choice Vouchers. These restrictions, though intended to create reasonable standards for housing quality, limit what units are available to homeless families. These restrictions require that some families live in larger units that are not affordable or economically sustainable after a RRH subsidy phases out, placing families at risk of becoming homeless again.

6.4   In collaboration with PHAs across the County, advocate for changes to Federal policy that currently makes adding a family member to a subsidized unit an onerous and lengthy process. This process should facilitate quick reunification in housing for family members exiting the justice system or child welfare system.

Increasing Available Housing Resources (*In Progress*): Many members of the Workgroup noted the protracted process to site and open new housing resources. Current efforts to address this include:

6.5   The development of an Interim and Supportive Housing Ordinance by Regional Planning that include provisions to allow interim housing uses in residential zoning areas designated as R1 and R2 zones. This Ordinance, once approved by the Board, would streamline production of supportive housing in unincorporated areas of the County by reducing the time for supportive housing units to receive appropriate permitting, zone changes, and plan amendments.

In addition to improving the utilization of existing resources, the County and cities should seek to increase housing resources by:

6.6   Requiring that a portion of any new housing funded by the County be dedicated to families experiencing homelessness. The Board should direct DMH and LACDA to ensure a portion of new units funded through the No Place Like Home program and the Los Angeles County Housing Trust Fund are dedicated to families experiencing homelessness.

6.7   Advocate for additional State funding for RRH, prevention, diversion and other permanent housing interventions.

6.8   Advocating for increased Federal funding for the Continuum of Care program, the Housing Trust Fund program, the Family Unification Program, and other key programs that fund permanent housing solutions for families.

7. Funding Agenda

In addition to local policy and program changes, the Board should pursue changes to local funding and advocate for changes to State and Federal policy to increase housing access for homeless families.

Funding

7.1   Provide increased resources for Prevention and Diversion to address system capacity.

7.2   Ensure DPSS maximizes its HSP to position DPSS/LAHSA to seek an allocation increase through the annual California Department of Social Services HSP application that can be applied toward RRH and other CESF housing programs for FY 2019-20.

8. Advocacy Agenda

8.1   **State Policy:** The Board should direct the State legislative advocates in Sacramento to support the following State budget action and legislation that supports families:

- Support increased funding for free or affordable child care programs for low-income families. This is consistent with existing policy and February 5, 2019 Board Motion supporting investments that increase access to early child care and education programs.

- Support increases to the CalWORKs grant for families to 50 percent of the Federal Poverty Level (FPL). This is consistent with the County's current "support" position on the Governor's $13.1 million State General Fund proposal to increase CalWORKs grant levels by 13.1 percent, effective October 2019, and bring CalWORKs grants to 50 percent of the FPL.

- Support new/increased funding for local jurisdictions to address homelessness and ensure that such funding is not hindered by undue restrictions on program uses that would exclude interventions such as RRH, that such funding sufficiently supports agency administration of any new/increased funding.

- Support AB 36, which would partially repeal the Costa-Hawkins Act, and give jurisdictions more flexibility to enact rent stabilization policies that protect families from sharp rent increases. This is consistent with the County's current "support" position adopted on April 11, 2019.

- Support AB 1436, which would increase the State Earned Income Disregard (EID) for CalWORKs grant recipients. This is consistent with current County efforts, in partnership with the California Welfare Directors Association and Western Center on Law and Poverty, to increase the State EID for CalWORKs grant recipients.

- Support AB 1481, which would institute just cause eviction protections throughout the state and potentially reduce the number of families facing eviction.
- Support SCA-1, which would place a measure on the 2020 ballot to repeal Article 34 of the California Constitution, which creates barriers to construction of affordable and supportive housing.
- Support SB 18, which would create additional funding for homeless prevention programs, including legal services, which can prevent families from falling in to homelessness. This is consistent with the County's "support" position adopted on April 16, 2019.

8.2 **Federal Policy**: The Board should direct the Federal legislative advocates in Washington, D.C. to support the following:

- Support efforts to increase funding for homeless families in the Federal budget, including but not limited to:
    o The Continuum of Care program,
    o The Emergency Solutions Grant program,
    o The Housing Choice Voucher program,
    o The Federal Housing Trust Fund program, and
    o The Family Unification Program.
- Support H.R. 1856 (Waters-CA), which would significantly increase Federal resources to address homelessness. This is consistent with the County's current efforts to pursue a "support" position on this bill.
- Support efforts to streamline voucher use by easing occupancy requirements for use of Federally-funded RRH and Housing Choice Vouchers to ensure they do not create barriers to safely housing large homeless families.
- Support efforts to streamline the process to add family members to a Housing Choice Voucher to enable family members to reunite with other family members, including but not limited to family members exiting the justice system, the child welfare system, and other systems who would otherwise be at risk of homelessness.
- Oppose efforts to place restrictions on public assistance that vulnerable families rely on to maintain their housing, including but not limited to:
    o The Administration's Making Affordable Housing Work Act (MAHWA), which would impose additional work requirements on housing assistance. This is consistent with the County's current "oppose" position on this proposal.
    o H.R. 84 (Biggs-AZ), which would penalize Federally-assisted families that fail to comply with certain community service or self-sufficiency requirements.

      o H.R. 2179 (Rouzer-NC), which would require that recipients of Federal assistance be drug tested and denied benefits in the event of a failed drug test.

B. Recurring Report on Enhancing CESF

As requested by this Board motion, LAHSA and its partners have developed and propose the following implementation plan for the recurring report that will enable the Board to conduct ongoing monitoring of the functioning of CESF.

It is important to note that the recurring report will show a point-in-time snapshot of what is happening in the CESF system. The recurring report is not a full systemwide evaluation but rather a tool for monitoring system effectiveness. This section highlights key information on the frequency, format, metrics, and key milestones of the implementation of the recurring report.

Frequency: The report will be shared with the Board, CES Policy Council, and LAHSA's Policy and Planning (P&P) and Program and Evaluation (P&E) committees quarterly, with the first report targeted for the end of May 2019. Thereafter, at the end of each quarter (i.e., March, June, September, December), data validation, analysis and development of a report will take approximately two months.

Below is a proposed full-year cycle of reporting dates and period each report will cover:
- End of May 2019 (reporting on FY 2018-19, Q1-Q3)
- End of August 2019 (reporting on FY 2018-19, Q1-Q4)
- End of November 2019 (reporting on FY 2018-19 and FY 2019-20, Q1)
- End of February 2020 (reporting on FY 2018-19 and FY 2019-20, Q1-Q2)

Format: The Quarterly CESF Progress Report will be in a dashboard-type format containing metrics that will be in the CES System Dashboard that LAHSA is developing. The proposed metrics and their definitions are included at the end of this section. Most of the metrics were included in the CESF analysis presented in this report. The overall format of the report will be as follows:
- An overall summary dashboard highlighting key elements of: 1) how families are connected to CESF; 2) what happens to families while in the system; and 3) what happens to them when they exit the system.
- Each additional dashboard will be a separate program, or system component, covering the same themes, as above, as applicable.
- Brief narrative summarizing themes in the dashboard and any important changes or trends and other contextual information to understand the data.

Comparative data covering the same timeframe from the previous fiscal year will also be included. Any factors, including increased funding or implementation of a recommendation, that may have impacted the change in trends will also be highlighted in the recurring report. SPA data will also be included wherever it is feasible to do so.

Phases: The recurring report will be developed in two phases.

- **Phase 1** – starting in May 2019: this report will include metrics used in this initial report to the Board and HUD system performance measures that are relevant to the Board's request. All data will be from the Los Angeles Continuum of Care (CoC's) HMIS that LAHSA maintains. See below the CES Families Recurring Report Proposed Metrics and the Definitions of Recurring Report Metrics for Phase 1.

- **Phase 2** – from April through November 2019: county partner agencies will continue to meet to discuss metrics proposed for the recurring report and ensure data is pulled and interpreted the same way across agencies. In addition, county partner agencies will review what data could be provided through the Los Angeles Countywide Master Data Management system to reduce data duplication and effort. Beyond metrics provided in Phase 1, additional data will be added including average wait time from screening to first appointment, county services accessed while in the program, and average length of time from assessment to housed/placed. See below the CESF Recurring Report Proposed Metrics for Phase 2.

Key Milestones: Below are the key milestones for Phase 1 and 2.

Phase 1: Key Milestone	Proposed Timeline
First recurring report	End of May 2019
Second recurring report	End of August 2019

Phase 2: Key Milestones	Proposed Timeline
Coordinate meeting to discuss potential of ELP match with county partners	May 2019
Meet with county partners to further discuss metrics to include in recurring report including metric definition and alignment	June – August 2019
Finalize metric definition and alignment	August 30, 2019
Gather county partner agency data (any data covering FY 2018-19 and FY 2019-20, Q1)	October 15, 2019
Incorporate all county partner agency data in CESF recurring report	End of November 2019

CESF Progress Report Proposed Metrics

Proposed Metrics (Note: * = HUD System Performance Measures)	Phase 1	Phase 2
HOW WERE FAMILIES CONNECTED?		
<u>Initial Point of Access</u>		
# of families seeking housing assistance/# referrals to CES	LAHSA Data	LAHSA & any County Partner data available
# of families screened	LAHSA Data	LAHSA & any County Partner data available
Breakdown on where families were referred from	LAHSA Data	LAHSA & any County Partner data available
SPAs where families screened, if known	LAHSA Data	LAHSA & any County Partner data available
# of families in the system for the first time*	LAHSA Data	LAHSA & any County Partner data available
# of families diverted	LAHSA Data	LAHSA Data
# of families receiving prevention services	LAHSA Data	LAHSA Data
# of families returning to homelessness*	LAHSA Data	LAHSA & any County Partner data available
Average length of time families remain homeless*	LAHSA Data	LAHSA & any County Partner data available
Average wait time from screening to first appointment	LAHSA Data	LAHSA & any County Partner data available
WHAT HAPPENED WHILE FAMILIES WERE IN THE SYSTEM?		
<u>Assessments</u> **# of people assessed**	LAHSA Data	LAHSA Data
Acuity level of those assessed	LAHSA Data	LAHSA Data
SPAs where families assessed, if known	LAHSA Data	LAHSA Data
<u>Overall Summary</u>		
# of families served	LAHSA Data	LAHSA & any County Partner data available

Proposed Metrics (Note: * = HUD System Performance Measures)	Phase 1	Phase 2
# of families served in each SPA	LAHSA Data	LAHSA & any County Partner data available
Demographics Age breakdown	LAHSA Data	LAHSA & any County Partner data available
Average family size and range	LAHSA Data	LAHSA & any County Partner data available
Average income or median income, and range	LAHSA Data	LAHSA & any County Partner data available
Race/Ethnicity breakdown of households	LAHSA Data	LAHSA & any County Partner data available
Gender	LAHSA Data	LAHSA & any County Partner data available
Household income type (e.g., single, dual, no income households)	LAHSA Data	LAHSA & any County Partner data available
Programs: (Interim housing, RRH, PH, etc.) Occupancy rate	LAHSA Data	LAHSA & any County Partner data available
# of families active	LAHSA Data	LAHSA & any County Partner data available
# of newly enrolled	LAHSA Data	LAHSA & any County Partner data available
Average length in the program	LAHSA Data	LAHSA & any County Partner data available
County services accessed while in the program, if known		LAHSA & any County Partner data available
Average length of time from assessment to housed/placed	LAHSA Data	LAHSA Data

Proposed Metrics (Note: * = HUD System Performance Measures)	Phase 1	Phase 2
WHAT HAPPENED WHEN FAMILIES EXITED THE SYSTEM?		
# of families exited	LAHSA Data	LAHSA & any County Partner data available
# of families exited to permanent housing*	LAHSA Data	LAHSA & any County Partner data available
Breakdown by exit destination	LAHSA Data	LAHSA & any County Partner data available
#/% of people that increased their income from entry to exit*	LAHSA Data	LAHSA & any County Partner data available
# of families that gained (received any new) public benefits either while in the program or at exit		LAHSA & any County Partner data available

Definitions of Recurring Report Proposed Metrics for Phase 1

Proposed Metric	Current Definitions
HOW WERE FAMILIES CONNECTED?	
Initial Point of Access # of families seeking housing assistance/ # referrals to CES	To be determined
# of families initially screened	Unduplicated head of households that have been assessed with the "CES for Families – Screening Tool v3".
Breakdown on where families were referred from	Unduplicated head of households broken down by referral method (c_Referral_Method_Family) as tracked in the assessment "CES for Families – Screening Tool v3".
SPAs where families screened, if known	Unduplicated head of households broken down by the SPA of the agency that entered the assessment "CES for Families – Screening Tool v3".
# of families in the system for the first time	Based on the HUD System Performance Measure #5.2: Out of the persons with entries into ES, SH, TH, or PH (including RRH) during the reporting period, count those who did not have entries in ES, SH, TH, or PH (including RRH) in the previous 24 months. (i.e. Number of persons experiencing homelessness

Proposed Metric	Current Definitions
	for the first time). See HUD's SPM Programming Specifications for more details.
# of families diverted	Unduplicated head of households that were diverted as tracked at screening (c_Outcome_of_Screening in screening tool) or as an enrollment into a diversion program (program name like "%FSC Diversion%").
# of families receiving prevention services	Unduplicated head of households that were enrolled in a prevention program (program name like "%FSC Homelessness Prevention%").
# of families returning to homelessness	Based on the HUD System Performance Measures #2a & #2b: Out of the clients who exited to a permanent housing destination (from SO, ES, TH, SH, or PH (including RRH)) in the date range two years prior to the report date range, how many of them returned to homelessness as indicated in the HMIS system for up to two years after their initial exit during the report date range. See HUD's SPM Programming Specifications for more details.
# length of time families remains homeless	The number of clients active in the report date range along with their average and median length of time homeless across the relevant universe of projects (ES, SH, TH, and PH (including RRH)). This includes time homeless during the report date range as well as prior to the report start date, going back no further than 10/01/2012. This measure includes data from each client's Living Situation (Data Standards element 3.917) response as well as time spent in permanent housing projects (including RRH) between Project Start and Housing Move-In. See HUD's SPM Programming Specifications for more details.
WHAT HAPPENED TO PEOPLE WHILE IN THE SYSTEM?	
Assessments \# of families assessed	Unduplicated head of households that have been assessed with the "CES for Families – VI-FSPDAT v2".
Acuity level of those assessed	Unduplicated head of households broken down by the Acuity Score as calculated by the assessment "CES for Families – VI-FSPDAT v2".
Demographics Age breakdown	Unduplicated clients broken down by Age range.
Average family size and range	The average count of clients in each household, as well as a breakdown of clients by household size.

Proposed Metric	Current Definitions
Average income or median income, and range	The average household income and AMI ranges as of program entry.
Race/Ethnicity breakdown of persons	Unduplicated clients broken down by Race and Ethnicity.
Gender	Unduplicated clients broken down by Gender.
Programs	
# of families active	Unduplicated head of households that are active in an FSC program during the reporting period, broken down by program.
Occupancy rate	Average occupancy during the reporting period broken down by program. Average occupancy is calculated based on the number of total nights clients stayed in the program during the period, divided by the total number of bed nights available during the report period.
# of newly enrolled	Unduplicated head of households with a program entry date in the report period, broken down by program.
Average length of program enrollment	The average of the number of days active in an FSC program. Based on the program's tracking method; Entry/Exit will be based on days between program entry and exit, and Night-by-Night (ES programs only) will be based on number of nights with a bed service.
WHAT HAPPENED WHEN PEOPLE EXITED THE SYSTEM?	
# of families exited	Unduplicated head of households where they've exited from their latest FSC enrollment.
# of families exited to permanent housing	Based on the HUD System Performance Measures #7a.1 and #7b.1: Count of leavers who exited SO, ES, SH, TH, PH – RRH, and PH (without moving into housing) during the report range and how many of those exited to permanent housing destinations.
Breakdown by exit destination	Unduplicated head of households where they've exited from their latest FSC enrollment, broken down by destination types.
#/% of families that increased their income from entry to exit	Based on the HUD System Performance Measure #4.6 (expanded beyond just CoC programs): - A count of families who: • Have exited from one or more of the relevant projects between [report start date] and [report end date] and who is not active in any of the relevant projects as of the [report end date].

Proposed Metric	Current Definitions
	- Have an adult member - Increased income based on each system leaver's income assessment at project exit compared to the client's income assessment at project start.

Union Rescue Mission (URM) Families Connected to CESF

The Union Rescue Mission (URM) is the primary shelter for families in Skid Row. In October 2018, LAHSA and URM initiated an action plan to reduce the number of families at URM and strengthen connections between Skid Row and CESF. LAHSA began tracking and reporting data on this action plan in November 2018 (Table 2).

The number of homeless families residing at Union Rescue Mission has decreased by 45 percent since September 2018 (Table 1). Of the 96 families who entered URM at any point between November 2018 – February 2019, 77 percent were screened and 61 percent were assessed by an FSC (Table 2). Of the 34 families who had exited URM by the end of February 2019, only 18 percent moved directly to permanent housing. Another 38 percent exited to a different interim housing program, while 44 percent exited to an unknown destination.

Table 1: Point-in-Time Census of Families at Union Rescue Mission

	Sep-18[1]	Dec-18	Mar-19	% Change (Sep-18 to Mar-19)
Number of Families	112	76	62	-45%
Number of Children	270	180	116	-57%

Table 2: Tracking of Families over Time at Union Rescue Mission

	11/1/18 - 2/28/19	
	# of Families	% of Families
Entered URM at any point during reporting period	96	N/A
Screened by FSC	74	77%
Declined FSC services	5	5%
Assessed by FSC	59	61%
Referrals	68	71%
FSC Interim Housing	1	1%
Rapid Re-housing	48	50%
DCFS housing program	8	8%
Other Permanent Housing	6	6%
Exited URM	34	35%
Exited to Interim Housing	13	38% of total exits
Exited to Permanent Housing	6	18% of total exits
Exited to unknown destination	15	44% of total exits

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[1] Data came from Downtown News, "The Next Skid Row Crisis: Rising Numbers of Children," October 29, 2018.

Macro Environmental Forces that Influence Family Homelessness

A number of macro environmental trends function as drivers of family homelessness and contribute to the increased number of families entering the homeless service delivery system. These trends can be summarized broadly in four themes:

- A) Rising housing costs and scarcity of existing affordable housing;
- B) Stagnant income and employment barriers;
- C) Safety net policies that are insufficient or too slow to respond to macroeconomic conditions;
- D) Rising child care costs and scarcity of affordable options.

A) *Rising housing costs and scarcity of existing affordable housing*

Housing dynamics have been the primary macroeconomic driver of family homelessness. These factors include significant rises in rental housing costs in recent years and scarcity of available rental units for families with low and very-low incomes.

1) Housing Costs

High rental housing costs are a significant issue for low-income families. In 2018, the average rent in Los Angeles County was $2,267, an increase of 46 percent from only five years ago, when the average rent was $1,558.[1] Limited affordable housing stock further affects the ability of low-income families to find housing. For a family of three living at the poverty line, a rent of about $800 per month represents the most that the family can pay without becoming severely cost burdened (paying more than half of income on rent). In Los Angeles County (the County) in 2017, 89.1 percent of rental housing units cost more than $800 per month,[2] a rise from 2012, when 82.5 percent of rental housing units cost more than $800 per month.[3]

2) Scarcity of Available Units for Families

Low vacancy rates, especially in more affordable neighborhoods, further squeeze low-income families. In 2018, the vacancy rate was 4 percent in the County.[4] Low vacancies are further compounded as the County has a shortage of 568,255 affordable housing units.[5]

The County is also losing affordable units. Over 5,000 restricted units in the County lost their affordability restrictions from 1997-2018.[6]

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[1] USC Lusk. (2018). 2018 USC Casden Multifamily Forecast Report; USC Lusk. (2013). 2013 USC Casden Multifamily Forecast Report. All figures adjusted for inflation.

[2] 2017 American Community Survey One-Year Estimates for Los Angeles County. Table 102B.

[3] 2012 American Community Survey One-Year Estimates for Los Angeles County. Table 102B.

[4] USC Lusk. (2018). 2018 USC Casden Multifamily Forecast Report

[5] California Housing Partnership Corporation. (April 2018). Los Angeles County Annual Affordable Housing Outcomes Report.

[6] California Housing Partnership Corporation. (February 2019). California's Affordable Rental Homes At-Risk.

B) *Stagnant income and employment barriers*

Income levels and unemployment rates directly affect the ability of families to secure and maintain housing.

1) *Family Income*

Household income has been fairly stagnant. Median family income in the County was $64,051 in 2012 and rose to $72,816 by 2017, a 13.7 percent increase.[7] However, household income remained very low for the lowest quintile of households. The 20th percentile of households earned $25,264 in 2017, meaning a full 20 percent of households earned less than $25,264 in that year.[8] This represents an improvement from 2012, as the number of households earning less than $25,000 shrank 10.2 percent from a total of 729,318 households in 2012 to 654,782 households in 2017.[9] Despite this improvement, rents have increased over this time at a faster rate than incomes, meaning that overall affordability has not improved even as more households have increased their incomes. The standard definition of affordability is paying no more than 30 percent of a household's income towards rent. Paying over 30 percent of one's rent is considered being "cost burdened," while paying over 50 percent of one's income is considered being "severely cost burdened." In 2017, 519,536 households (or 28.9 percent of the 1.8 million renter households in the County) were severely cost-burdened, paying over 50 percent of their income of rent. [10] When considering income and rents together, the proportion of households that are severely cost burdened remains very high compared to other geographies.

2) *Employment*

Unemployment has fallen considerably over the last five years in the County. In 2012, the overall unemployment rate was 11.6 percent, but fell to 6 percent by 2017.[11] However, unemployment remains higher than average for demographics that are overrepresented in the homeless population; among African Americans in Los Angeles County, the unemployment rate was 9.7 percent in 2017.[12]

C) *Safety net policies that are insufficient or too slow to respond to macroeconomic conditions*

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[7] 2012 American Community Survey One-Year Estimates for Los Angeles County. Table 61; 2017 American Community Survey One-Year Estimates for Los Angeles County. Table 61. All figures adjusted for inflation.

[8] Ibid.

[9] 2012 & 2017 American Community Survey One-Year Estimates for Los Angeles County. Table 56A. All figures adjusted for inflation.

[10] 2017 American Community Survey One-Year Estimates for Los Angeles County. Table 103.

[11] 2012 and 2017 American Community Survey One-Year Estimates for Los Angeles County. Table 37.

[12] 2017 American Community Survey One-Year Estimates for Los Angeles County. Table 41.

In general, safety net policies and benefits that keep families out of deep poverty have not nearly kept pace with rising costs of living.

1) *Low Benefit Levels*

Effective April 1, 2019, the maximum CalWORKs grant increased by 10 percent from $714 per month to $785 per month for a family of three. However, this income amounts to only 43.6 percent of the Federal poverty level[13]. Prior to this increase, cost of living adjustments (COLA) to CalWORKs participants had been suspended since the Great Recession, meaning that, while the nominal value of the CalWORKs grant stayed roughly the same, the real value of the CalWORKs grant declined significantly. In 2009 dollars, $714 was equivalent to about $1,075 in 2018 dollars; as the nominal value of the grants remained unchanged, the real value of CalWORKs grants declined by about 51% over the last decade. The COLA will be restored beginning in the 2022-23 State budget.

Supplemental Security Income (SSI) has annual cost of living adjustments, but average rents in the County rose at triple the rate of the SSI increase from 2012 to 2017.[14]

Note: additional restrictions around benefits will be discussed in next section ("Other Policies that Influence Family Homelessness").

2) *Current Rent Control Policies & Eviction Policies*

The State's Costa Hawkins Act, enacted by the legislature in 1995, placed restrictions on local jurisdictions' authority to enact rent stabilization policies, effectively limiting the number of housing units that can be covered by rent stabilization. Due to the Act, properties excluded from local rent stabilization ordinances include rental units built after 1995 or after the jurisdiction enacted their rent stabilization ordinance (whichever is earlier), as well as, single-family homes being used as rental units. In addition, the Costa Hawkins Act mandated that landlords be permitted to raise rents to market rates once a rent-stabilized unit is vacated.

Rental units in the unincorporated areas of LA County built before 1995 are now covered by a temporary rent stabilization ordinance adopted by the Board but the County's ordinance is still subject to the limitations imposed by the Costa Hawkins Act.

Rent Stabilization Ordinance (RSO) units in the City of Los Angeles, unincorporated areas of the County and the cities of Beverly Hills, Glendale, Inglewood, Maywood, Santa Monica, and West Hollywood are covered by Just Cause eviction policies.

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[13] 2018-19 Budget Summary. Western Center on Law & Poverty. Retrieved from https://wclp.org/wp-content/uploads/2018/06/WCLP-HS-Budget-Summary-61818.pdf
[14] Analysis of Social Security Administration cost-of-living adjustments and history. Retrieved from www.ssa.gov/oact/cola/colasummary.html

However, non-RSO units in these cities and the unincorporated areas, and all rental units in other cities in LA County are not covered by Just Cause, meaning tenants can be evicted without cause at any time.

Recent research on eviction patterns in other cities shows families are especially vulnerable to eviction, as women with children have the highest risks of eviction.[15]

D) Rising child care costs and scarcity of affordable options

Affordable child care allows parents to secure employment and/or attend school, two common mechanisms for increasing income. Yet recent research suggests that child care may be prohibitively expensive and inaccessible to families experiencing homelessness.

1) High Cost of Child Care

Child care in the County continues to be a burden on families. The average cost for full-time infant care at a licensed child care center rose 19.7 percent from $12,823 in 2012 to $15,351 in 2017. Similarly, full-time infant care at a licensed family child care home rose 14.3 percent from $8,095 in 2012 to $9,251 in 2017.[16]

2) Limited Availability of Child Care

Alongside cost, the supply of child care is limited. There are not enough physical slots in licensed child care programs.[17] In addition, subsidized child care programs have tight eligibility requirements that may preclude some families from utilizing them. For example, mandatory participation in work or educational activities may be an obstacle for families especially those who are at-risk or experiencing homelessness.[18]

Other Policies that Influence Family Homelessness

A number of policy barriers exist for families that may contribute to homelessness. These include barriers to receipt of public assistance that increase the likelihood of a family of falling into homelessness, as well as, logistical and policy barriers to accessing subsidized housing that decrease a family's flexibility to exit homelessness. In short, these barriers can be characterized as follows:

A) CalWORKs Restrictions;
B) Restrictions on use of Federal resources for undocumented family members;
C) Occupancy and family size policies for subsidized housing.

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[15] Desmond, Matthew. (2012). "Eviction and the reproduction of poverty." *American Journal of Sociology*. 118(1): 88-133.
[16] 2013 & 2918 Child Care Portfolio. The California Child Care Resources & Referral Network. Retrieved from https://rrnetwork.org/assets/general-files/Final_Portfolio_Document.pdf & https://rrnetwork.org/assets/general-files/Los_Angeles_06-18.pdf
[17] Los Angeles County Child Care Planning Committee. (2017). "2017 Child Care Needs Assessment."
[18] Los Angeles County Chief Executive Office. (September 2017). "Report Back on Child Care for Homeless Families (Item No. 26, Agenda of June 13, 2017)."

A) *CalWORKs Restrictions*

For adults to receive CalWORKs grants, most parents must participate in Welfare-to-Work (WtW) activities at a minimum of 20-30 hours per week for single parents and 35 hours per week for two-parent households. While there are exemptions to these requirements, families in crisis may struggle to meet the weekly hour requirements. Homelessness is considered "good cause" for failure to meet WtW requirements, but a housing crisis falling short of literal homelessness may not be sufficient cause to suspend the WtW restrictions.

CalWORKs adult participants are subject to a maximum of 48 months of benefit receipt (with some exceptions). This has resulted in a reduction in aided adult participants on CalWORKs caseloads every year between FY 2010-11. Much of this is attributed to the expanding economy, but for other programs such as, the less restrictive CalFresh Program, the number of aided adults and households receiving CalFresh has grown over that same period. This suggests that program restrictions, such as time limits and welfare-to-work restrictions could play a role in the CalWORKs declines.[19]

B) *Restrictions on Undocumented Family Members*

Recent estimates suggest there are over 800,000 undocumented immigrants living in the County.[20] While many homelessness resources, such as Federally-funded shelter programs and locally-funded Measure H programs, are available to people regardless of documentation status, certain safety net programs, such as the Housing Choice Voucher program and CalWORKs, have documentation restrictions. The Federal government has also recently proposed further restrictions for undocumented immigrants. This proposal has been associated with disenrollment from needed public benefits, even in cases where immigrants were lawfully entitled to continue receiving benefits without impact on immigration status.[21]

C) *Occupancy Policies and Other Housing Restrictions*

Several Housing and Urban Development (HUD) policies limit the ability of jurisdictions to efficiently move families out of homelessness and into housing. Housing Quality Standards limit assistance to units with a least one bedroom per two household members, confining the range of housing options for CoC-funded Rapid Re-housing programs as well as for other programs such as the Section 8 Housing Choice Voucher (HCV) program. In addition, children of the opposite sex may not be permitted to live in the same bedroom or living/sleeping room.[22] An unintended consequence of this policy is that it

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[19] California Department of Social Services. (2017). "Caseload Projections—Local Assistance for 2017-2018 Governor's Budget."
[20] Hayes, J., & Hill, L. (March 2017). "Undocumented Immigrants in California." Public Policy Institute of California. Retrieved from https://www.ppic.org/publication/undocumented-immigrants-in-california/
[21] Argia, S., & Lyons, B. (September 2018). "Family Consequences of Detention/Deportation: Effects on Finances, Health, and Well-Being." Kaiser Family Foundation. Retrieved from https://www.kff.org/disparities-policy/issue-brief/family-consequences-of-detention-deportation-effects-on-finances-health-and-well-being/
[22] 24 CFR § 982.401 – Housing Quality Standards.

serves as an impediment to housing families in a competitive housing market where units with multiple bedrooms are both rare and expensive.

Adding family members to a HUD-subsidized unit is a challenge, especially for families with children in the child welfare system. At present, if a family member is separated from a child due to homelessness, qualifying for an appropriately-sized unit can be a challenging process.

	Additional Enhancing the CESF Recommendations: Non-Priority		
#	**Category**	**Goal**	**Recommendation**
1	System Capacity and Coordination	Enhance CESF Capacity	Provide stronger management and support from CES LAHSA coordinators to better assist the providers with technical assistance to support regional infrastructure and SPA workplan priorities.
2	System Capacity and Coordination	Improve Service Coordination	Evaluate how the Health Agency (DPH/DMH/DHS) health records can be connected to the vulnerability index (VI-FSDPAT) so that the participant's acuity and need can more accurately reflect a family's barriers.
3	System Capacity and Coordination	Enhance CESF Infrastructure	Provide guidance on mechanisms that can be used to improve staff pay and benefits to increase recruitment and retention of specific homeless service positions that experience high turnover.
4	Housing Retention and Stability	Support Efforts to Increase Income	Seek State legislation to increase the earned income disregard for TANF/CalWORKs participants to allow for families to gain employment and increase income without abrupt benefit loss.
5	Interim Housing	Increase Interim Housing Capacity	Utilize incentives for families to support exits from Interim Housing to Permanent Housing
6	Interim Housing	Increase Interim Housing Capacity	Create policies that allow for site-based interim housing in R1 single family zones to facilitate use of shared housing as bridge housing
7	Interim Housing	Increase Interim Housing Capacity	Explore development of a local policy establishing parameters and/or limitations on the ability of a family to reject available housing and remain in system-funded interim housing and in the queue for permanent housing. This may include incentivizing acceptance of appropriate permanent housing placements when they become available.

8	Interim Housing	Increase Interim Housing Capacity	Advocate for change to Federal policy to expand eligibility to SAPC's Recovery Bridge Housing beds to include fathers with children and families with children over age 16.
9	Permanent Housing	Improve Use of Vouchers and Housing Subsidies	Expand use of RRH holding fees that can be paid to landlords to hold vacant units to increase access to private market housing units.
10	Permanent Housing	Increase Available Housing Resources	Explore use of government-owned properties, including LAUSD properties, to increase stock of affordable housing sites with minimal zoning restrictions.
11	Permanent Housing	Increase Available Housing Resources.	Explore implementation of shared housing strategies for families. Engage in robust research around best practices for family shared housing and develop clear technical assistance for providers to implement shared housing

FUNDING SCENARIOS

The following scenarios outline different funding options for the CESF in Fiscal Year (FY) 2019-20. These scenarios are based on full year implementation; however, depending on which scenario is selected, implementation might begin at some point during FY 2019-20 and/or might not be implemented all at once.

The scenarios are as follows:

   A. Maintain current system capacity, inclusive of increases already planned for FY 2019-20
   B. Increase funding for problem solving/diversion and prevention, while establishing an annual system capacity of 3,500 each for RRH and interim housing
   C. Increase funding to be able to serve all households that need assistance through interim housing and RRH

Scenario A: Current System Capacity

Outlines system capacity based on continuing operations, utilizing the proposed FY 2019-20 budget.

A. Current Scenario				
Program Component	**FY 2018-19 Budget**	**FY 2019-20 Proposed Budget**		
		FY 2019-20 Proposed Measure H Funding	*FY 2019-20 Proposed Non-Measure H Funding*	**FY 2019-20 Total Budget**
Family Solution Centers	$0	$0	$2,800,000	$2,800,000
Prevention	$6,529,880	$11,000,000	$0	$11,000,000
Rapid Re-housing	$24,330,794	$27,067,048	$9,966,320	$37,033,368
Interim Housing	$35,465,227	$34,823,628	$9,857,134	$44,680,762
Diversion/Problem-Solving	$0	$500,000	$2,700,000	$3,200,000
Shallow Subsidy	$0	$2,916,000	$0	$2,916,000
Other (Regional Coordination, DV, etc.)	$2,797,220	$2,797,220	$0	$2,797,220
TOTAL	**$69,123,121**	**$79,103,896**	**$25,323,454**	**$104,427,350**

Total seeking service	7,041 Households
Total successfully diverted	1,796 Households
Total neither successfully diverted, nor connected to services	0
Total enrolled in RRH	5,245 Households
Total placed in Housing	1,372 Households
Total enrolled in Interim Housing	4,786 Households
Total Annual Costs	$102,163,996
Total served	5,993 Households
Scenario A: Cost methodology	
Case Management Staffing	Adds 33 Case Managers to the baseline of 66, for a total of 99 case managers, which results in a case management ratio of 35:1 for families enrolled in rapid rehousing (who may also be placed in interim housing) at any given time. For the system to reach a ratio of 25:1, in this scenario, we would need an additional 35 case managers beyond the 99 case managers for a total of 138.
Interim Housing/RRH Costs	Based on current FY 2019-20 proposed budget through Measure H and other projected funding sources.

Scenario B: Increased Funding for Diversion & Prevention

Outlines system capacity with additional funding being dedicated to the Coordinated Entry System for Families (CESF) to include funding for Problem Solving/Diversion, Prevention and Family Solution Centers (FSC).

Program Component	FY 2018-19 Budget	FY 2019-20 Proposed Budget			Scenario Funding	Difference between Scenario Funding and FY 2019-20 Budget
		FY 2019-20 Proposed Measure H Funding	FY 2019-20 Proposed Non-Measure H Funding	FY 2019-20 Total Budget		
Family Solution Centers	$0	$0	$2,800,000	$2,800,000	$7,135,800	$4,335,800
Prevention	$6,529,880	$11,000,000	$0	$11,000,000	$11,000,000	$0
Rapid Re-housing	$24,330,794	$27,067,048	$9,966,320	$37,033,368	$40,033,585	$4,204,380
Interim Housing	$35,465,227	$34,823,628	$9,857,134	$44,680,762	$35,361,769	$(8,259,802)
Diversion/Problem-Solving	$0	$500,000	$2,700,000	$3,200,000	$12,728,790	$9,528,790
Shallow Subsidy	$0	$2,916,000	$0	$2,916,000	$2,916,000	$0
Other (Regional Coordination, DV, etc.)	$2,797,220	$2,797,220	$0	$2,797,220	$2,797,220	$0
TOTAL	**$69,123,121**	**$79,103,896**	**$25,323,454**	**$104,427,350**	**$111,973,164**	**$9,809,168**

Total seeking service	7,041 Households
Total successfully diverted	2,045 Households
Total neither successfully diverted, nor connected to services	1,496 Households
Total enrolled in RRH	3,500 Households
Total placed in Housing	1,750 Households
Total enrolled in Interim Housing	3,500 Households
Total Annual Costs	$111,973,164
Total served	4,497 Households

Scenario B Cost methodology	
Case Management staffing	Adds 22 Case Managers to the baseline of 66 for a total of 88 case managers, which creates a case management ratio of 25:1.
Interim Housing Assumptions	Assumptions applied: • Used the base population of 3,065 families • 80% expected to have the average interim housing length of stay (133 days) and cost of $95 (which is an average cost of site based and motel vouchers) • Savings in operation costs from using congregate shelter compared to other shelter operations and motel vouchers
RRH Cost Assumptions	Assumptions applied: • Used the cap of 3,500 families, based on the model scenario • Move-in Success rate of 50% from RRH

Scenario C: Serve All Families

Outlines system capacity with additional funding being dedicated to the CESF to include funding for Problem Solving/Diversion, Prevention, RRH, and FSCs.

C. Serve All Families						
Program Component	FY 2018-19 Budget	FY 2019-20 Proposed Budget			Scenario Funding	Difference between Scenario Funding and FY 2019-20 Budget
		FY 2019-20 Proposed Measure H Funding	FY 2019-20 Proposed Non-Measure H Funding	FY 2019-20 Total Budget		
Family Solution Centers	$0	$0	$2,800,000	$2,800,000	$7,135,800	$4,335,800
Prevention	$6,529,880	$11,000,000	$0	$11,000,000	$11,000,000	$0
Rapid Re-housing	$24,330,794	$27,067,048	$9,966,320	$37,033,368	$67,236,954	$30,203,586
Interim Housing	$35,465,227	$34,823,628	$9,857,134	$44,680,762	$40,387,285	$(4,293,477)
Diversion/Problem-Solving	$0	$500,000	$2,700,000	$3,200,000	$8,989,395	$5,789,395
Shallow Subsidy	$0	$2,916,000	$0	$2,916,000	$2,916,000	$0
Other (Regional Coordination, DV, etc.)	$2,797,220	$2,797,220	$0	$2,797,220	$2,797,220	$0
TOTAL	$69,123,121	$79,103,896	$25,323,454	$104,427,350	$140,462,654	$36,035,304

Total seeking service	7,041 Households
Total successfully diverted	2,265 Households
Total neither successfully diverted, nor connected to services	0
Total enrolled in RRH	4,776 Households
Total placed in Housing	2,388 Households
Total enrolled in Interim Housing	4,786 Households
Total Annual Costs	$140,462,654
Total served	5,993 Households
Scenario C: Cost methodology	
Case Management staffing	Adds 72 Case Managers to the baseline of 66 for a total of 138 case managers which creates a 25:1 case management ratio.
Interim Housing Assumptions	Assumptions applied: • Used the base population of 4,786 families • 80% expected to have the average interim housing length of stay (133 days) and cost of $95 (which is an average cost of site based and motel vouchers) • Savings in operation costs from using congregate shelter compared to other shelter operations and motel vouchers
RRH Assumptions	Assumptions applied: • Used the base population of 4,776 families • Move-in Success rate of 50%

Scenario Comparison

Scenario Comparison			
	Scenario A	**Scenario B**	**Scenario C**
Total to be served (not diverted)	5,993 Households	4,497 Households	5,993 Households
Total successfully diverted	1,796 Households	2,045 Households	2,265 Households
Total neither successfully diverted, nor connected to services	0	1,496 Households	0
Total enrolled in RRH	5,245 Households	3,500 Households	4,776 Households
Total placed in housing	1,372 Households	1,750 Households	2,388 Households
Total enrolled in Interim Housing	4,786 Households	3,500 Households	4,786 Households
Total Annual Costs	$104,427,350	$111,973,164	$140,462,654

Funding Scenario Assumptions & Unknowns

This section outlines the key assumptions made when developing each funding scenario. Additionally, this section identifies several unknowns, which have not been accounted for in the development of funding scenarios, as their impacts on the system are unquantifiable at this time.

Assumptions	
Assumption #1 →	Success and System Costs are positively correlated
Assumption #2 →	It is projected that 7,041 families[1] will seek RRH Services in FY 2019-20. Many of these families are also likely to need interim housing.
Assumption #3 →	Program success is defined as the placement of families into permanent housing.
Assumption #4 →	There is a baseline of 66 Case Managers serving in the CESF.

Unknowns	
Unknown #1 →	Impact of Problem-Solving/Diversion services on the CESF
Unknown #2 →	Impact of properly funding FSC/Access Centers on system inflow and Problem Solving/Diversion activities
Unknown #3 →	Impact of congregate shelters on the length of stay in Interim Housing
Unknown #4 →	Impact of market factors on housing placements and program success

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[1] Based off linear regression model, using 3.5 years of program data.

County of Los Angeles

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Fifth District

September 9 , 2019

To: Supervisor Janice Hahn, Chair
        Supervisor Hilda L. Solis
        Supervisor Mark Ridley-Thomas
        Supervisor Shelia Kuehl
        Supervisor Kathryn Barger

From: Sachi A. Hamai
        Chief Exeuctive Officer

COORDINATED ENTRY SYSTEM FOR FAMILIES (CESF) FUNDING RECOMMENDATION (ITEM NO. 12, AGENDA OF DECEMBER 18, 2018)

On June 3, 2019, the Chief Executive Office (CEO), in collaboration with the Los Angeles Homeless Services Authority (LAHSA), the Los Angeles County Development Authority (LACDA), and the Departments of Public Social Services (DPSS), Health Services (DHS), Mental Health (DMH), Public Health (DPH), and Children and Family Services (DCFS), submitted a report titled *Enhancing the Coordinated Entry System for Families* (CESF) in response to a motion approved by the Board of Supervisors on December 18, 2018. This memorandum serves as a follow-up to the June 3, 2019 report.

Summary of June 3, 2019 Report

The major conclusion of the report was that funding for the "front door" of the system (the Family Solutions Centers, or FSCs) has not kept pace with increases in referrals, screenings, and enrollment. Key points were:

- Continual over-enrollment in the CESF has adversely impacted systems operations by causing caseloads to grow beyond acceptable ratios for effective case management.
- Over-enrollment has led to families not exiting the system as quickly as intended or needed and, as a result, the system has been unable to efficiently move families from enrollment into permanent housing, which has had a compounding negative effect.
- Over-enrollment in front-end resources would not be as impacted if there were commensurate investment in permanent housing interventions.

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The report outlined a number of system improvements designed to address these challenges, and identified three potential funding scenarios to address the existing gaps:
- *Scenario A: Current Scenario,* which maintains current system capacity, inclusive of increases approved for Fiscal Year (FY) 2019-20 for Access Centers (FSCs), Problem-Solving and Prevention, and Rapid Re-housing (RRH).
- *Scenario B: Increased Funding for Diversion & Prevention* would increase funding beyond the FY 2019-20 budget for Access Centers (FSCs), Problem-Solving and Prevention, and RRH, and would establish an annual system capacity limit for RRH and Interim Housing.
- *Scenario C: Serve All Families* would increase funding beyond the current FY 2019-20 funding to serve the same number of families as Scenario A, but funds the system to fully provide the housing interventions (Interim Housing and RRH) needed to serve all families who would enter the system.

Scenarios B and C both result in a higher percentage of households being placed successfully in housing than Scenario A. Scenario C would result in higher costs than Scenario B.

Transition Year (FY 2019-20) Funding Recommendation Overview

In FY 2019-20, we recommend Scenario C. We recommend this option as an increase in one-time funding for the CESF to enable various system modifications (potentially including mainstream County system modifications) to be tested in FY 2019-20 and support the transition to a modified system in FY 2020-21. We do not believe the recommended level of funding for FY 2019-20 will be sustainable in future fiscal years, and foresee that other system changes will be required commencing in FY 2020-21 to the extent that the changes tested in FY 2019-20 do not reduce costs to a sustainable level.

During FY 2019-20, we will test and evaluate the impact of both the expansion of various system components, as highlighted in Attachment I, and the modifications set forth in Attachment II. Additionally, LAHSA will complete a full system review with stakeholders across all eight SPAs to help develop a vision and transition plan for the modified system, including the CES Refinement Project described in Attachment III. The vision will define how to optimally design flow into the system and identify key triage points for Prevention, Problem-Solving and Housing interventions, as well as, connections to mainstream County and other services. The intention of triage is to maintain an open front door to the CESF, while creating a greater range of backdoors out of the system, beyond just shelters, motel vouchers and Rapid Re-housing. This vision will ensure that the needs of vulnerable families are addressed.

A key aspect of addressing family homelessness is ensuring that vulnerable families are linked to appropriate mainstream resources prior to, or immediately after, experiencing a housing crisis. As directed by the Board on May 21, 2019, the CEO-Homeless Initiative is working with LAHSA and County Departments in a Prevention Workgroup to assess and strengthen mainstream system homeless prevention efforts. An Interim Report

submitted on August 19, 2019, includes a compilation of existing mainstream system prevention resources spanning 11 County departments and a range of other information. The Prevention Workgroup is assessing whether mainstream system resources are being maximized and how mainstream programs can be augmented to better prevent families and individuals from becoming homeless. A recommended Action Plan will be submitted to the Board in November 2019; implementation of the Action Plan will potentially have a positive impact on CESF.

System Improvements and Anticipated Cost Savings

As shown in Table 1, the projected cost of Scenario C, beyond the FY 2019-20 Budget, is reduced from $28.3 million identified in the June 3, 2019 report to the Board to $13.2 million, because of the system improvements described in Attachment II.

Table 1: CESF Scenario Funding and Anticipated Cost Savings from System Changes

Program Component	FY 2019-20 Funding			Scenario C Initial Projected Cost	Difference between Initial Scenario C and FY 2019-20 Budget	Projected Cost Savings from System Improve-ments	Adjusted Difference between Projected Scenario C and FY 2019-20 Budget
	FY 2019-20 Measure H Funding	FY 2019-20 Non-Measure H Funding (Other Sources)	FY 2019-20 Total Budget				
Access Center (FSC)	$0	$2,799,999*	$2,799,999*	$7,135,800	$4,335,801	Unknown	$4,335,801
Prevention	$10,648,148*	$0	$10,648,148*	$11,000,000	$351,852	Unknown	$351,852
Rapid Re-housing	$27,220,413*[1]	$13,251,436*	$40,471,849*	$67,236,954	$26,765,105	Unknown	$26,765,105
Interim Housing	$34,549,698[1]	$17,250,901	$51,800,599	$46,158,751*	($5,641,848)	$9,844,000	($15,992,903)
Diversion/ Problem-Solving	$0	$3,223,933	$3,223,933	$8,989,395	$5,765,462	$5,690,788	$74,674
Shallow Subsidy	$2,916,000	$0	$2,916,000	$2,916,000	$0	Unknown	$0
Other (Regional Coordination, DV, etc.)	$5,349,459*	$252,000	$5,601,459	$2,797,220	($2,804,239)	Unknown	($2,804,239)
TOTAL	$80,683,718	$36,778,269	$117,461,987	$146,234,120	$28,772,133	$15,534,788	$12,730,290

*Reflects a change in Table 2 cost figures from the June 2019 Board Report.
[1]Measure H funding was shifted from Interim Housing (IH) to Rapid Rehousing to allow for families in IH to transition to permanent housing. This shift did not result in a net change in funding for CESF.

Recommended Funding Sources

The CEO will recommend an additional $12.7 million in Measure H funding through the FY 2019-20 Supplemental Budget process.

Next Steps

In February 2020, the CEO and LAHSA will report to the Board on progress related to various system modifications being explored this year and the vision and plan to transition to the modified system in FY 2020-21. This will include an update on the vision, system design and transition plan; results of the current system modifications; and an update on any significant trends related to system performance or projections that were presented in the June 2019 CESF Board Report.

If you have any questions, please contact Phil Ansell, Homeless Initiative Director, at (213) 974-1752 or by e-mail at pansell@ceo.lacounty.gov

SAH:FAD:PA
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Attachments

c: Executive Office, Board of Supervisors
        County Counsel
        Children and Family Services
        Health Agency
        Health Services
        Los Angeles County Development Authority
        Mental Health
        Public Health
        Public Social Services
        Los Angeles Homeless Services Authority

FY 2019-20 Approved Family System Changes

The following changes are being implemented through Measure H and other funding already allocated for the family system:

Measure H

Prevention (Strategy A1) – Increase of $5.5 million from FY 2018-19 to increase the number of families who receive prevention, problem-solving and legal services and to establish a Centralized Diversion Fund.

Enhance the Emergency Shelter System (Strategy E8) – Increase of $10.1 million to sustain interim housing beds added in FY 2018-19; sustain motel vouchers for families added in FY 2018-19; and add additional shelter capacity for families and address staffing needs.

Expand Rapid Re-housing (Strategy B3) – System funding shift from DHS individual program to increase enrollments by LAHSA family rapid re-housing contractors, which results in a funding increase of approximately $14 million for the family system. This increase will add 33 case managers across the system, bringing the total number of case managers to 99, and will result in an improved average caseload of 35 families per case manager.

Shallow Subsidy (Strategy B3) – Nearly $3 million is allocated to provide fixed rental assistance for individuals and families exiting RRH, who are not in need of supportive services, but are at risk of becoming homeless due to financial difficulty in maintaining market rate housing on their own.

Other Funding (includes state Homeless Emergency Assistance Program, DPSS, etc.)

Problem-Solving – $3.2 million to increase the number of families served in FY 2019-20 and to establish a Centralized Diversion Fund.

Interim Housing – $7.2 million to expand family interim housing beds and address staffing needs.

**COORDINATED ENTRY SYSTEM FOR FAMILIES (CESF)
SYSTEM IMPROVEMENTS SUMMARY**

The following actions to address system capacity needs in the CESF are in progress, though in many cases need to be scaled further across the system.

Description of Improvement	Potential Cost Savings
System-wide Implementation of Motel Cost Sharing Families in motels will pay a share of their income toward the cost after a brief period of time in the motel.	Service Planning Area (SPA) 2 began piloting this cost sharing program in the last quarter of Fiscal Year (FY) 2018-19. The SPA 2 pilot generated cost savings as a result of both families who found alternative options and exited the motel and a reduction in the average cost to the system for each motel night. Estimated FY 2019-20 cost savings when this program is implemented system-wide in January 2020: $6.9 million.
Development of Family Congregate Interim Housing Offering congregate housing as the first option when families enter the system in one or more SPAs.	Since there is not currently a congregate shelter for families in the Los Angeles Continuum of Care (CoC), this estimate relies on external data, particularly from Denver. The estimate reflects the cost per night compared to motels, length of stay, and potential diversion. Estimated cost savings if one congregate shelter opens in January 2020: $644,000.
Implementation of Problem-Solving Specialists in Family Solutions Centers (FSCs) Each FSC is funded to have a full-time Problem-Solving Specialist in FY 2019-20, which will increase FSC capacity to divert more families from the system.	Problem-Solving Specialists are estimated to successfully divert 10% of families that they engage resulting in cost savings of: $5,690,788.
Reducing Reliance on Costly Motels and Expanding Site-Based Interim Housing to Serve Families A total of 71 site-based shelter units have been or will be added in SPAs 2, 6, and 7 to meet the demand for family interim housing and reduce the number of families in motels.	The addition of these new units will yield cost savings, due to the cost difference between interim housing and motels (average of $80/night in shelters compared to $105/night in motels). Estimated cost savings: $2.3 million.
Total estimated cost savings:	**$15,534,788**

There are several other efforts that have the potential to reduce system costs, for which cost savings cannot currently be estimated:

- Additional funding for FSC Access Centers: $2,800,00 was added to support FSC Access Center functions in FY 2019-20, including referrals, screening and assessments. Increasing FSC capacity for these functions will result in a higher number of families being able to be diverted from the system and provide light touch assistance to resolve their homelessness.
- Potential enhancements to mainstream system benefits, including implementation of recommendations identified in the June 2019 report to the Board and other housing/prevention resources for at-risk and homeless families: Has the potential to reduce the flow of referrals into the CESF and/or enhance the resources provided to families being served in the CESF.
- Scaling up of Diversion/Problem-Solving systemwide: FSCs will co-locate Problem-Solving Specialists at high-volume DPSS District Offices and City of Los Angeles Family Source Centers (in addition to adding specialists at the FSCs themselves, as referenced above).
- Increased access to permanent housing vouchers: DCFS Family Unification Program vouchers (151 targeted for FY 2019-20); HACLA-LAUSD-SPA 2 Joint Program (50 vouchers for FY 2019-20); and increased matching of families to LACDA vouchers will increase family exits to permanent housing, although the limited availability of permanent housing options in the County is a continual challenge.
- Centralized Administration of LAHSA-Funded Motels: LAHSA will inventory the motels countywide to be included in the centrally administered motel system and determine how providers can efficiently access motels. The design of the centralized system will be determined by Quarter (Q) 2 of FY 2019-20 and is targeted for initial implementation in Q3.
- Housing Plan Sessions for Interim Housing Participants: In SPA 6, participants are being engaged in mandatory housing stabilization plan sessions to help them move toward permanent housing, while still receiving case management and other supports. This approach may be implemented throughout the County.
- Availability of Shallow Subsidy: This program began serving qualifying families and individuals in Q4 of FY 2018-19 and serves as a "tail" to rapid rehousing (RRH) for families whose only barrier to exiting RRH is inability to pay the full rent. Enrolled families receive a fixed subsidy of $500/month for up to 5 years. This may reduce CESF costs by increasing exits from RRH and/or reducing the number of families who return to homelessness.

CES Refinement Project

The Los Angeles Homeless Services Authority (LAHSA), in coordination with Clutch Consulting and LAHSA's Technical Assistance partner, is currently reviewing the Coordinated Entry System for Families (CESF) operations and effectiveness of the current system and will recommend refinements based on the review of the CESF staffing infrastructure, program components, general operations and functions, inventory management, and program outcomes.

Site visits and interviews with Family Solutions Center (FSC) staff as well as, LAHSA were conducted in July and August. On August 12-14, 2019 and August 16, 2019, LAHSA convened stakeholders across all eight Service Planning Areas (SPAs) representing FSCs, LAHSA, family interim housing providers, families with lived experience, Domestic Violence providers, and others to explore their vision for the system and to develop a refined system aligned with the vision and to address challenges identified by stakeholders. A similar process in September will gather input on the CES Infrastructure (family regional coordinators, domestic violence coordinator, etc.) that supports resource coordination in each SPA. After these activities are completed, the consultants will provide summary reports of: the workshop results; CES refinement workplans, which will set targets, timelines and guidance for implementation of the refinement strategies; and the tasks required to align the new CES design with the upcoming CES Request for Proposals (RFPs) for the CESF and CES Infrastructure. The CESF analysis will include a map/workflow of the design, staffing structure and capacity, and system measures and homeless count analysis.

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March 3, 2020

To: Supervisor Kathryn Barger, Chair
        Supervisor Hilda L. Solis
        Supervisor Mark Ridley-Thomas
        Supervisor Sheila Kuehl
        Supervisor Janice Hahn

From: Sachi A. Hamai
        Chief Executive Officer

ENHANCING THE COORDINATED ENTRY SYSTEM FOR HOMELESS FAMILIES (ITEM NO. 12, AGENDA OF DECEMBER 18, 2018)

On December 18, 2018, the Board of Supervisors (Board) directed the Chief Executive Office (CEO) to work with the Los Angeles Homeless Services Authority (LAHSA), the Community Development Commission (CDC), now known as the Los Angeles County Development Authority (LACDA), and the Departments of Public Social Services (DPSS), Health Services (DHS), Mental Health (DMH), Public Health (DPH), and Children and Family Services (DCFS), in consultation with the Executive Directors of the Coordinated Entry System (CES) for Families (CESF) lead agencies, to report back on various aspects impacting the functioning of the CESF.

This report serves as the fourth interim response and provides an update on the various efforts underway to enhance the CESF, as detailed in prior reports (Attachment I). Below are key updates and next steps.

Progress on CESF Initiatives – Fiscal Year (FY) 2019-20

In addition to the expansion of key CESF system components, such as access centers, interim housing, and rapid re-housing (RRH), several initiatives are being implemented in FY 2019-20 to address systemwide capacity, including: 1) Expansion and scaling of problem-solving services; 2) Piloting motel cost-sharing programs; and 3) Expansion of family congregate shelter and other site/facility-based interim housing. Information on the initiatives is provided in Attachment II.

Attachment III provides a full system review conducted by LAHSA with CESF stakeholders across all eight service planning areas (SPAs) to help develop a vision and transition plan for the modified system.

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CESF Dashboard

Attachments IV-VI provides the CESF Year-End Data Report for FY 2018-19 and first quarter of FY 2019-20.

FY 2019-20 CESF Budget Status

As recommended in the September 9, 2019 report, the Board subsequently approved a funding increase of $12,730,290 to support the CESF. The additional funding was provided to LAHSA via an amended Operating Agreement in Fall 2019. LAHSA is at various stages of finalizing contract amendments with CESF lead agencies to provide the additional funding.

This infusion of resources is one-time funding, so LAHSA, in coordination with the CESF providers, began piloting and implementing several system improvements intended to improve outcomes and reduce costs of the CESF, as detailed in Attachment II. These strategies are in the early stages of implementation; therefore, there is limited data to illustrate definitive results. However, early indicators suggest some modest successes in reducing the per-unit costs associated with providing services to families being served in the CESF.

The continued growth in the number of families accessing the system and being served in interim housing (site/facility-based or motels) has further increased the number of families enrolled in CESF, resulting in increased expenditures which have offset any modest reductions in per-unit costs resulting from program enhancements. As a result, CESF agencies will require additional resources and supports to assist families to move from interim housing to permanent housing.

Because of this, there is a need to explore additional policy options to address the systemic issues that drive families to the CESF. These policy options are needed to work toward longer-term solutions. Additional options to reduce cost will need to be explored through policy and legislative advocacy, as well as other programmatic modifications. Analysis of potential options will focus on: 1) examination of CESF motel stays and opportunities to achieve cost savings, and related motel tenancy/occupancy policies; 2) alignment of state CalWORKs policy and funding to the CESF; 3) barriers to the expansion of master leasing; and 4) review of existing efforts to expand eviction protection and other similar policies to prevent homelessness.

System Enhancements Impacting the CESF: Update on Mainstream System Prevention Workgroup

The CEO-Homeless Initiative worked with the Prevention Workgroup to complete and submit the final action plan on December 19, 2019. The Workgroup completed an assessment of available resources across 11 County departments and other efforts that could be maximized

or augmented to provide additional supports to stabilize and/or prevent individuals and families from experiencing homelessness. The Plan identifies several action steps to streamline and connect at-risk populations to County mainstream prevention resources and provides recommendations to ensure all available prevention resources addressed by the Workgroup are fully utilized to address homelessness. The implementation plan for the items identified in the action plan will be submitted in March 2020.

Next Steps

The CEO and LAHSA will report back by April 30, 2020, with potential policy options to continue to enhance the system and mitigate spending, additional analysis on system improvements, and an overview of the CESF budget.

If you have any questions, please contact Phil Ansell, Homeless Initiative Director, at (213) 974-1752 or by e-mail at pansell@ceo.lacounty.gov.

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PA:JR:LC:ib

Attachments

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       County Counsel
       Children and Family Services
       Health Services
       Los Angeles Community Development Authority
       Mental Health
       Public Health
       Public Social Services
       Los Angeles Homeless Services Authority

12/18/2018 Board Motion
Enhancing the Coordinated Entry System for Families (CESF)
Summary of Prior Submitted Reports

February 20, 2019 - The Chief Executive Office (CEO) provided the Board with an interim report on the implementation of a workgroup of County partners (Workgroup) identified in the Board Motion, an overview of the work plan and contents of the forthcoming report on the CESF, and preliminary recommendations for addressing urgent system gaps.

June 3, 2019 - The CEO, in collaboration with the Los Angeles Homeless Services Authority (LAHSA), the Los Angeles County Development Authority (LACDA), and the Departments of Public Social Services (DPSS), Health Services (DHS), Mental Health (DMH), Public Health (DPH), and Children and Family Services (DCFS), submitted a report titled Enhancing the Coordinated Entry System for Families (CESF) in response to a motion approved by the Board of Supervisors on December 18, 2018. The report identified the challenges with over-enrollment in the CESF and its impacts on program caseloads and program results. Additionally, the report recommended several system improvements, policy solutions, and funding options intended to address challenges with participant flow into and out of the CESF.

September 9, 2019 - The CEO and LAHSA provided funding options for the Board's consideration, along with a recommendation to increase funding for CESF to increase its system-wide capacity to provide housing interventions for all the families who enter the system. This one-time infusion was intended to allow the opportunity to test strategies that could reduce costs and increase system throughput.

COORDINATED ENTRY SYSTEM FOR FAMILIES (CESF)
SYSTEM IMPROVEMENTS SUMMARY

The following actions to address system capacity needs in the CESF are in progress and are being scaled further across the system in FY 2019-20.

Description of Improvement	Status
System-wide Implementation of Motel Cost Sharing Families in motels will pay a share of their income toward the cost after a brief period in the motel.	Service Planning Area (SPA) 2 began piloting this cost sharing program in the last quarter of Fiscal Year (FY) 2018-19. The SPA 2 pilot was intended to generate cost savings as a result of families who found alternative options and exited the motel and a reduction in the average cost to the system. In partnership with the lead CESF agencies, LAHSA completed the procedures for systemwide expansion of cost sharing and systemwide expansion began in January 2020 in SPAs 1, 3, 5, 7, and 8. SPAs 4 and 6 are targeted for implementation in April 2020.
Development of Family Congregate Interim Housing Offering congregate housing as the first option when families enter the system in one or more SPAs.	LAHSA is working closely with providers and Los Angeles City/County leadership to identify potential sites and budgets for congregate shelter in SPAs 4 & 6.
Implementation of Problem-Solving Specialists in CESF lead agencies Each CESF lead agency is funded to have a full-time Problem-Solving Specialist in Fiscal Year (FY) 2019-20, which will increase CESF capacity to divert more families from the system.	Problem-Solving Specialists are in place across nearly all FSCs and several hundred families were served from July – December 2019. Although this strategy is still scaling up, families are being diverted at the projected rate. Between July 2019 and January 2020, LAHSA Problem-Solving training sessions have been provided to 487 service provider staff from across the County, some of whom work with families. Additional training sessions are being scheduled and are anticipated to reach an additional 200 staff.

Reducing reliance on costly motels and expanding site-based interim housing to serve families A total of 71 site-based shelter units were scheduled to be added in FY 2019-20 to meet the demand for family interim housing and reduce the number of families in motels.	A total of 78 units have been added in FY 2019-20 in SPAs 4, 6 and 7.

Other system initiatives that will be implemented, or are currently underway, and that may substantially impact costs in FY 2020-21:

- Centralized Administration of LAHSA-Funded Motels: LAHSA released a Request for Information (RFI) in January 2020 to inventory the motels countywide to be included in the centrally administered motel system. LAHSA also convened providers in January 2020 to determine how LAHSA would work with them to efficiently access motels, including master leasing. LAHSA is currently working to identity potential LAHSA or external systems or tools that could be utilized for centralization.

- Shallow Subsidy: This program began serving qualified families in Spring 2019 and serves as a "tail" to rapid rehousing (RRH) for families whose only barrier to exiting RRH is inability to pay the full rent. In this program, a modest rent subsidy is provided to bridge the gap between what the family is able to pay and the full rent. As of the end of December 2019, more than 200 individuals and families have enrolled.

CESF REFINEMENT WORKSHOP
FINAL REPORT

LAHSA 811 Wilshire Blvd Los Angeles CA 90017

Contents

Defining Coordinated Entry

Coordinated entry is described as "a process through which people experiencing or at risk of experiencing homelessness can access the crisis response system in a streamlined way, have their strengths and needs quickly assessed, and quickly connect to appropriate, tailored housing and mainstream services within the community or designated region." Often referred to as "coordinated assessment" and/or "coordinated intake", coordinated entry was authorized by the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act which consolidated several of HUD's homeless assistance programs into a single grant program called the Continuum of Care Program (CoC). The CoC program interim rule requires CoC's to establish and operate a Coordinated Entry System (CES) that provides

> a centralized or coordinated process designed to coordinate program participant intake, assessment, and provision of referrals. [Such a] system covers the geographic area, is easily accessed by individuals and families seeking housing or services, is well advertised, and includes a comprehensive and standardized assessment tool. (24 CFR part 578.3)

Coordinated entry orients the community around a standard set of prioritizing principles by which a homeless response system can make decisions about how to utilize its resources most effectively, ensuring that the highest need, most vulnerable households are prioritized for services. By gathering information through a standardized assessment process, coordinated entry provides a CoC and community partners with data that can be used for system and project planning and resource allocation. It can also pave the way for more efficient homeless assistance systems by:
- o Helping people move through the system and access housing more quickly;
- o Reducing new entries into homelessness by consistently offering prevention and diversion resources upfront; and
- o Improving data collection and quality and providing accurate information on what kind of assistance clients need.

Simply put, the purpose of coordinated entry is not just to fill programs slots or beds; Coordinated Entry is the framework that can be used to transform a CoC from a network of projects making individual decisions about whom to serve, into a fully integrated, "person centric" crisis response system fully utilizing all available resources.

Los Angeles Homeless Service Authority (LASHA) Coordinated Entry System for Families

Background

In 2010, Los Angeles began to lay the groundwork for a Coordinated Entry System that would coordinate provider efforts, create a real-time list of individuals experiencing homelessness, and a means to quickly and efficiently match people to available housing resources and services that best meet their needs. Coordinated Entry was first piloted in 2011 and then scaled further across other SPAs, ultimately reaching all eight SPAS by 2014. The CESF began in 2013, in the organizing of homeless response services for families through designated centers to provide robust, coordinated services across LA County's SPAs. There is now a fully functioning CES serving Adults, Families with Children, and Youth covering the entire LA region.

The Coordinated Entry System for Families (CESF) is primarily accessed through Family Solution Centers (FSC) located in each SPA. A lead agency in each SPA manages the FSC and oversees the CESF collaborative and essentially serves as the Access Center. The lead agency coordinates system resources in the SPA and collaborates with community service providers in the region (both CoC funded and non-CoC funded) to collectively serve families who are homeless or at risk of becoming homeless.

Los Angeles Homeless Service Authority (LAHSA) has engaged Clutch Consulting and LAHSA's HUD Technical Assistance providers, Abt Associates and ICF (Consulting Team), to develop and implement a robust community engagement plan to inform system design and refinement decisions for CESF. The community engagement process has identified the challenges, solutions, and recommendations that are summarized in this report.

Summary

Between mid-June and November 2019, the consulting team conducted a broad range of information gathering activities including in-person and remote interviews of key CESF stakeholders, review of various CESF related documents, reports and data, and facilitation of CESF community engagement workshops.

During the week of August 12, 2019, LAHSA hosted four CESF community engagement workshops. The goal of the workshops, referred to as CESF Refinement Workshops was to look at the CESF as it currently exists with a critical eye toward system performance, identifying system challenges, discussing and identifying solutions, and building out the next phase of work to further refine the design of CESF. Workshop participants were engaged intensively in analyzing the existing system in an effort to build the most effective and efficient CESF.

CESF Refinement Workshops were attended by approximately 200 stakeholders from across LA County/all eight SPAs; LAHSA's CESF Assessors, Matchers, housing providers, Family Response Team staff (FRT's), regional staff, outreach, LAHSA staff, FSC co-located staff, and individuals with lived experience. Each of the workshops was attended by two SPAs and the co-located staff from partner agencies (i.e. Department of Children and Family Services, Department of Mental Health, Department of Public Social Services, etc.)

During the workshops, FSC Co-located staff identified unique challenges and possible solutions to maximize the impact of their services toward the goal of stabilizing families in housing. An additional workshop was identified by workshop participants, LAHSA, and the consulting team as necessary to more deeply explore the intersection between CESF and co-located services. The CESF Co-Located Workshop was held in October 2019. A summary of the challenges, solutions, and the recommendations identified during the Co-Located Workshop is included in the Appendix. Throughout the workshops, themes emerged related to the efficiency and effectiveness of the CESF design. Participants emphasized the need to explore refinements that result in 1) enhancing efforts to divert individuals through problem solving and 2) achieving continuous throughput, ensuring every person who enters the homeless response system has a pathway to exit, including self-resolution.

Major themes across the system challenges and solutions identified through the engagement process included:
- **Build and scale Diversion/Problem Solving** - Workshop participants consistently reported that CESF has an inflow that far exceeds the housing resource capacity of the system and that staff at

FSCs are not able to adequately manage this inflow. Participants recommended the need to develop the problem-solving capacity of referring agencies and other external partners. Participants also recommended the development and implementation of an intervention pathway in CESF that matches lower service need families to Diversion/Problem Solving with a robust mainstream services package.

- **Develop and implement an electronic triage and referral tool for pre-screening into CESF** - During the workshops, participants discussed the need to create consistency in the triage and pre-screening approach across all Access Points/FSCs. Referring agencies and partners do not have information or tools to accurately screen families prior to the referral, which results in referrals that are often not appropriate or eligible for CESF and/or homeless services. Participants recommended the development of an electronic referral system used by both external and internal partners that has the capacity to support and manage decision making for appropriate referrals.

- **Develop and implement real-time management of electronic housing inventory** for all types of permanent housing resources- Participants consistently mentioned challenges related to data quality and the management of units/slots within CESF. Currently, there is no efficient or consistent process for management of inventory or monitoring of unit/slot utilization across the eight SPAs. The need to build out the full capacity of real-time unit/slot availability for the purpose of being able to manage vacancy in real-time and "push" referrals to available units/slots was recommended.

- **Increase the consistency and standardization (where appropriate) of the CESF to achieve continuity across all FSCs** - The need for consistency throughout CESF was a major focus of discussion throughout all four workshops. Participants reported that while processes are standardized and consistent across CESF and from SPA to SPA, adherence to processes across FSCs lacks continuity. The lack of continuity hinders their ability to ensure uniform service delivery standards and achieve the highest utilization of resources across all SPAs. Workshop participants identified various components of CESF that would benefit from standardization; e.g. the assessment process, prioritization and matching, and performance dashboard and targets.

- **Enhance the collaboration and coordination of co-located services at FSCs to support economic stabilization** - During the subsequent co-located refinement workshop, participants reported the need to enhance collaboration between co-located services and FSCs to support housing stabilization and economic stability; specifically related to strategic coordination and provision of services. Participants discussed the need to rethink where and when they offer their services to families to achieve the greatest impact toward the goal of supporting housing and economic stability. The most significant recommendation was the need to partner with the Public Workforce System to provide direct access to workforce and employment services.

Process

The CESF Refinement Workshops focused the stakeholders' attention on the major components of a coordinated entry system to draw out needed refinements:

- **Access**: Points of entry where people are assessed and looking to access housing and service interventions.
- **Assessment**: Standardized triage and assessment process that is adopted across the community and intended to increase consistency and fairness in determining housing and service needs for families.
- **Assignment/Referral**: Process of matching & referring households experiencing homelessness to housing and/or service openings, utilizing a community prioritization policy.

- **Accountability**: Outcomes, measurements, and a set of operating guidelines that enable a community to know if stakeholders are meeting system expectations, and if the Coordinated Entry System is effective.

During the workshops, participants were asked to develop a refined system vision based upon the analysis information collected by the consulting team and what they saw as needed design changes to achieve the desired outcome-a significant reduction in family homelessness in the Los Angeles Region.

While each of the SPAs created a separate vision for the family system, there were commonalities in aspiration and design among all the draft visions. Below is the collective CESF vision:

LA Region Family Rehousing System Vision
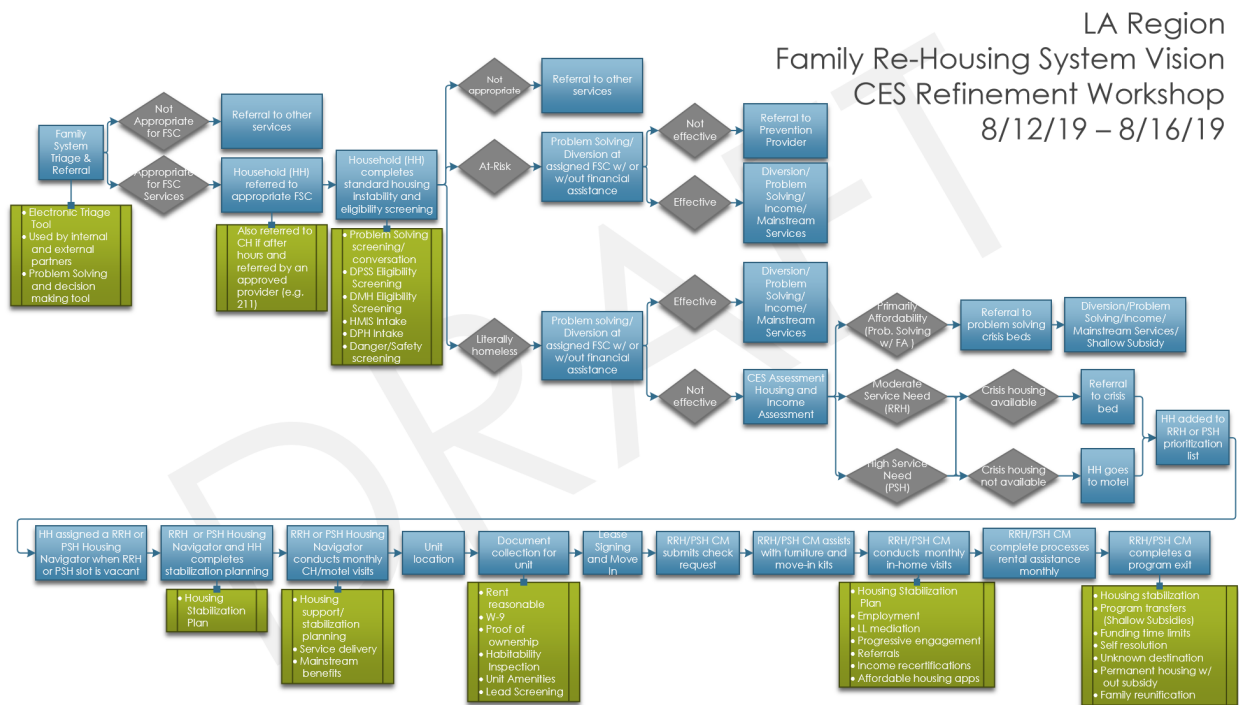
The sections identified as "*challenges*" and "*solutions*" throughout this report were identified by the workshop participants. The "*recommendations*" sections throughout this report were developed by the Consulting Team based on the engagement with CESF stakeholders. It's important to note that operating a CES is an ongoing process that will require continuous refinements and adjustments based on data and changes in population needs over time. This is true not only with coordinated entry, but with the creation of an effective crisis response system. The challenges, solutions, and recommendations outlined in this report are intended to be understood within the larger context of the system refinements taking place throughout LA County.

Access

Access refers to how people experiencing homelessness learn about coordinated entry and access emergency crisis services. Access can could look and function differently depending on the specific community. Individuals and families might initially access the crisis response system by calling a crisis hotline or other information and referral resource, walking into an access point facility, or being

engaged through outreach efforts. In LA County, each SPA has Access Points/Access Centers that operate as the points of entry for families looking to be assessed and connected to housing and service interventions. Below are the access specific challenges and solutions identified by participants during the CESF workshop.

Challenges

- There are too many points of entry across the SPAs or the doors are open too wide. This results in an unmanageable inflow.
- Clients "shop" FSCs or SPAS based on getting denied at one FSC/SPA or because they heard from other clients of certain available resources at FSCs/SPAs. This causes capacity imbalance among the FSCs/SPAs.
- Clients are frequently referred to the wrong SPA.
- There is a lack of clarity about the services and resources offered at each FSC; clients receive inconsistent messaging about eligibility criteria and available resources.
- Undocumented families have barriers in accessing FSCs due to the fear and anxiety of shared personal information and a lack of cultural competency.
- Onboarding of new partners who refer to FSCs is inconsistent and not effective for clients.
- There is not a formal process for referring agencies to pre-screen and provide the "whole picture" at referral. This results in a lack of confidence for staff at FSCs regarding the appropriateness of referrals; rescreening is necessary.
- Referring agencies and partners are not adequately problem-solving with clients prior to the referral which results in clients getting referred that are not appropriate or eligible for CESF and/or homeless services generally.
- The referral volume from emails and calls is so large that not all inquiries are being followed up on.
- Inquiry follow up to potential clients is sometimes dependent on the specific circumstances of an individual household or the frequency of the caller; returned calls happen inconsistently between 24 hours and 6 weeks.
- Access to transportation is a barrier for clients in some SPAs.
- There is a lack of sophistication in the current triage model, which includes staff not being appropriately trained.
- Referring agencies are unclear about the roles and responsibilities of FSCs as it relates to housing navigation and document collection.

Solutions

- Create an electronic triage tool, with a decision-making capacity for external partners.
- Intentionally engaging clients in problem solving/diversion conversations as quickly as possible.
- Onboard referring partner agencies and educate on the roles, services, and resources of the FSCs.
- Develop materials that outline the criteria for service provision for each SPA.
- Referring agencies build problem solving capacity to reduce the number of people entering the homeless response system who are either ineligible or who could be served with other mainstream resources first/self-resolved.
- Ensure physical locations of the FSCs are sited in proximity to public transportation and other services to facilitate client access.

- o Develop and implement effective strategies for triaging voicemails that all SPAs can use.
- o Develop and implement a policy and procedure to standardize referrals between FSCs/SPAs.
- o Use data to monitor and efficiently manage the inflow at all steps of the front door; electronic triage, CES assessment, etc.
- o Improve data quality and collection with the use of an electronic triage and/or referral tool to better manage inflow in the long-term.
- o Trauma informed practices should be rolled into the electronic triage/referral tool.
- o Develop triage tools to ensure all questions always translate well in other languages.

Recommendations

- o Significant investment in the development of an electronic pre-screening/referral tool to support more effective management of the inflow.
- o A messaging and a communications strategy need to be developed and communicated to clients, providers, elected officials, policy makers, and the larger community on the role of CESF, FSCs, the available resources, and the process for accessing services as refinements are made.
- o Scale Problem-Solving

Co-Located Services

The most effective CES's will also connect people to mainstream and community-based resources. In addition to the challenges managing inflow, CESF workshop participants shared the need for enhanced coordination between FSC's and other co-located service providers that provide the mainstream connection necessary for stabilization and self-sufficiency. During the workshop, a re-occurring theme emerged related to the need to identify the right configuration of services, and the appropriate timing for service delivery to support overall housing and economic stability. In response, the consulting team hosted a workshop for co-located service providers with the goal of reimaging the role and function of co-located services to achieve the goals and objectives of the system. Below are the specific co-located challenges and solutions by program.

Co-Located Mental Health Services

Challenges

- o Clients who are literally homeless identify their primary service need is housing and are not frequently engaging in Mental Health services beyond initial screenings and intakes.
- o Lack of collaboration & level of true integration varies by FSC.
- o Clients do not have transportation to and from services following the initial visit
- o Communication with internal and external partners is not effective

Solutions

- o Refine the timing of the engagement process to better support stabilization outcomes; this includes reorienting service provision for post housing placement and intentional marketing and engagement to housed clients.
- o Prioritize CES families for ongoing MH services (e.g., create a homeless preference).
- o Streamline accessibility/standardized (such as scale the service request tracking system being piloted by DMH)

- Explore the feasibility of tele and/or remote service provision to be more accessible and to better meet the needs of clients.
- Provide assistance with transportation.
- Offer more robust trainings on best practices for populations served to all staff throughout CESF, specifically RRH CMs.

Co-Located Substance Use Services

Challenges

- Clients who are literally homeless identify their primary service need is housing and are not frequently engaging in substance use services beyond initial screening and intakes.
- There is not enough access to medical detox for clients; the wait time to access medical detox is a barrier.
- SAPC does not have a medical or FQHC linkage.
- Intensive inpatient substance abuse treatment options are limited, and clients do not want to participate in out-patient substance abuse counseling.
- Substance use services available from SPA to SPA are not consistent.

Solutions

- Formalize the process for service provision collaboration and communication post housing placement (e.g., monthly visits or on-going check-ins at consistent intervals).
- Explore the feasibility of tele and/or remote service provision to be more accessible and to better meet the needs of clients.
- Create opportunities for networking with internal and external partners to learn more about services in the community.
- Offer more robust trainings on best practices for populations served to all staff throughout CESF, specifically RRH CMs.
- Provide assistance for transportation.
- Streamline assessment process to increase efficiency and ensure individuals can access services when they choose to do so.
- Standardize the substance use services menu across all SPAs/FSCs.

Co-Located Education Services

Challenges

- Internal partners are not in alignment as it relates to program outcomes.
- There is inadequate follow-up once clients are engaged in services as a result of limited capacity.
- Households are being placed in or are choosing motels that are not near their school of origin.

- Childcare system can be difficult for clients to navigate because the eligibly requirements and process are different for each program.
- There are a large number of client disclosures that must be discussed with clients throughout the process.
- There is a lack of funding for vocational certifications.

Solutions

- Enhance the case conferencing shelter placement process to include a consideration of school of origin.
- Expand interim housing/crisis housing options across all SPA's to better meet the needs of homeless families who want to stay in same region as their school of origin.
- Improve access to childcare system wide; standardize childcare eligibility process and increase transparency in school options.
- Explore the current disclosures process to streamline and eliminate unnecessary or redundant items.
- Increase funding for technical/vocational education.
- Explore opportunities for collaboration and coordination with community colleges.
- Formalize engagement process once housing placement has occurred.

Co-Located DPSS Services

Challenges

- Staff capacity is different from SPA to SPA.
- FSCs send paperwork to DPSS that isn't complete.
- It is difficult to locate households after initial visit.
- Majority of clients presenting at FSCs are no longer eligible for DPSS homeless resources.
- Majority of clients presenting at FSCs are not eligible for GAIN.

Solutions

- Develop a process to effectively and efficiently manage inflow so that household referrals/paperwork going to DPSS is appropriate and actionable.
- Create and implement mechanism for a real-time response from all district offices.
- Streamline process to align with current DPSS capacity and infrastructure.
- Prioritize active and engaged households.
- Revisit staffing ratios and adjust to match volume.
- Explore DPSS capacity to provide Diversion/Problem Solving services.

Assessment
Assessment is the process of gathering information about a person presenting to the crisis response system. Assessment includes documenting information about the barriers the person faces to being rapidly housed and any characteristics that might make him or her more vulnerable while homeless.

The assessment practice a community implements is critical to that community's overall coordinated entry process because assessment determines how people are prioritized and matched to housing and services.

LAHSA adopted the Vulnerability Index-Family Service Prioritization Decision Assistance Tool (VI-FSPDAT) as the CESF standardized assessment tool. FSC staff conducts screenings to triage families, and then conduct standardized assessments using the VI-FSPDAT to determine families' vulnerability and prioritization for accessing resources.

Challenges

- o Incomplete answers to questions on the VI-FSPDAT pose a problem for making an appropriate match.
- o The length of the triage and assessment is too long.
- o The assessment tool does not take into consideration the disproportionate impact of language barriers, cultural differences, and migrant families.
- o Individuals are asked duplicative questions throughout the assessment and referral process.
- o Inconsistent training among all staff conducting assessments.
- o All external system partners do not have adequate skills or training to perform assessments resulting in inconsistent scores.
- o Assessments are not always done in a trauma informed or confidential area. This results in clients under sharing information and a delay in matching with appropriate resources.
- o There are concerns about over-inflated assessment scores to increase client's prioritization for housing.
- o Currently, FSCs describe the phased assessment and triage differently from staff person to staff person and from SPA to SPA. FSCs use different terms (e.g. pre-screening vs triage, assessor vs navigator etc.), or metrics to describe and evaluate the CESF process. This makes it difficult for decision makers to agree about what the data shows and what actions to take when considering system refinements. It is difficult to understand which part of the assessment processes are effective and not effective in assessing and matching people to resources.
- o Assessments don't specifically assess for income or workforce needs that would produce a match to services.

Solutions

- o Ability to have real time decision making immediately following the assessment. The assessment would result in a stated intervention pathway decision.
- o Develop/Refine consistent scripts for assessors regarding how they communicate to clients throughout the process.
- o Refine CES assessment and process to include questions to identify workforce/income service needs and have logic built in to match to workforce/income services.
- o Develop a standard phased assessment using comprehensive and standardized tools, performed only when needed, and only assess for information necessary at each phase of the rehousing process.
- o Review the more than 70 pages of the assessment and enrollment packets to eliminate redundancy and unnecessary data collection.

- Incorporate cultural and linguistic competency training into the required training protocols for participating agencies and CESF Assessors.
- Add standard safety screening for human trafficking and DV into the CES assessment.
- Develop a fact sheet for clients on what documents can be helpful to bring for assessment and what to expect after the assessment is complete.
- Ensure all assessments are completed in a trauma informed manner by dedicated, trained CES Assessors (e.g. appropriate space at each location to perform assessments, intensive CES assessor training curriculum, etc.).
- Include information in the notes section of the assessment to assist with appropriate matching and give more information to the referring project.
- Refine assessment to include culturally and linguistically competent questions to reduce barriers to housing and services for special populations.
- Refine tools and assessment processes to ensure that it is easily understood by clients.
- Explore data sharing options across multiple systems to support streamlining the assessment process for families; auto-populate assessment information or anticipate service needs based on previous service utilization in the homeless response system and other systems.

Recommendations

- Refine and build out a phased assessment process, which could include these key elements:
    - Initial Triage – aims to resolve the immediate housing crisis; includes identification of the homeless response system as the appropriate system to address the potential participant's immediate needs.
    - Safety Screening – assess a potential client's need or desire to receive domestic violence and/or human trafficking services
    - Eligibility Screening – assess potential client's eligibility for FSC resources
    - Problem-solving and/or Prevention Screening – examination of existing system and client resources and exploring options that could be used to avoid entering the homeless response system
    - Comprehensive CES Assessment – gather information necessary to refine, clarify, and verify a client's housing and homeless history, barriers, goals, and preferences. Assessment information supports the evaluation of client's vulnerability, prioritization, and eligibility for housing, income, and other services
- To create more continuity between FSCs, an operations glossary could be developed that outlines key terms, titles, and process in the Access and Assessment processes.

Assignment

Once an individual experiencing a housing crisis has been assessed, the coordinated entry process moves on to determining prioritization for housing and supportive services. Often referred to as "the match", assignment is the process of prioritizing, matching, and referring people experiencing homelessness to housing and/or service interventions, utilizing an established community prioritization policy. Prioritization is critical component of the assignment process because it helps communities manage their scarce resources to ensure that the most vulnerable, highest need individuals are referred to available housing and services. Once and individual is matched based on the process described above, the next step is the referral and connection to appropriate intervention based on information obtained from the assessment. The next phase of the assignment process is from referral to housed or

self-resolved depending on the individual's exit pathway. Below are the specific Assignment related challenges and solutions identified by workshop participants.

Challenges

- o All households are enrolled in RRH; access is primarily determined by eligibility rather than need and without consideration for resource availability.
- o FSCs don't have the Diversion/Problem Solving resources to meet the need of the inflow.
- o There is not a strong enough connection to workforce services to support stabilization of families.
- o FSCs don't have the RRH resources to meet the need of the inflow.
- o The affordability challenges for families cannot be solved with current RRH resources.
- o The use of motels for crisis housing when there are no shelter beds is costly and highlights weakness in timely turnover in crisis housing beds.
- o Some families are choosing to stay in shelter or motels for extended periods of time while identifying preferred housing location rather than accepting an offer of RRH.
- o Unit identification takes too long.

Solutions

- o Develop a lower service need pathway to support rapid self-resolution; a massive expansion of Problem Solving/Diversion is needed.
- o Create clearly defined matching criteria for each of the intervention pathways.
- o Develop a process for families to decline RRH that doesn't leave them in crisis housing for long periods of time without the ability to exit to housing.
- o Integrate direct access to workforce resources within every intervention pathway, especially the lower service need pathway.
- o Develop and implement strategies to drive a culture shift throughout the homeless response system to move employment to the forefront of staffs' minds and make employment a part of every case management conversation.
- o Facilitate a shift in culture to reflect the system vision of tailored exit pathways for every household rather than a singular intervention for all households.

Prioritization

Once a person experiencing a housing crisis has been assessed, the coordinated entry process moves on to determining their priority for housing and supportive services. The participant's level of vulnerability or need is determined by analyzing the information obtained through the assessment with the community's prioritization policy. It is the person's prioritization status (and other information from the assessment) that determines to what resources and specific project the person will be matched and referred.

Prioritization helps the community manage its inventory of housing resources and services, ensuring that those persons with the greatest need and vulnerability receives the supports necessary to resolve their housing crisis.

Workshop participants were asked about targeting and prioritization for each intervention pathway. Below are the needed exit pathways identified by participants and the housing and service packages associated with each. Currently, there two primary exit pathways, RRH and PSH. Individuals are targeted and prioritized for those pathways by their VI-FSPDAT, or CESF Survey, score. While refinement to the specific "match" for each pathway will need to be fleshed out through testing and experimentation, participants identified the need to nuance prioritization and targeting beyond the score. Although participants agreed to explore prioritization in more depth in a workgroup following the CES Refinement Workshop they began exploring what circumstances or characteristics might be considered in addition to VI score when targeting and prioritizing. Examples of how these pathways might be defined in table below.

Service Need	Intervention Pathway	Targeting Considerations
High Service Need	Permanent Supportive Housing	VI-FSPDAT Score and/or o Ongoing case management for SMI o Fixed income o Chronicity o PSH or RRH recidivism
Moderate Service Need	Rapid Re-Housing	VI-FSPDAT Score and/or o Multiple returns to the crisis response system o System intersection with foster care of child welfare o Mental health and/or physical limitations o Significant life changes or major life event o Has more than one eviction o DV history with financial abuse or lack of financial literacy due to DV o Number of episodes of homelessness o Temporary disability o Multiple system involvement
Low Service Need	Robust Services for Rapid Resolution	VI-FSPDAT Score and/or o Predominantly an affordable housing need with very low service need o Some financial stability o Recently homeless, has had recent housing history o Is eligible for mainstream services o History of self-resolving crisis o Has a family support system o Family/Friend meditation to resolve housing crisis o Access to childcare

Recommendations

- o Create a workgroup of relevant stakeholders including those from other systems to explore and develop a robust service package to support a rapid self-resolution exit pathway.

Inventory Management/Slot Management

Inventory management refers to the process and platform the homeless response system uses to manage the units or slots of housing subsidy and/or case management services. A fully functioning rehousing system should have real-time understanding of how many slots of housing resource (e.g. RRH, PSH) it has at any given time, how many of those slots are utilized, how many are vacant, and how many are "in process". The current CESF does not have this capability, similar to other populations. Currently, a portion of the PSH unit/slots are managed in the electronic system operated by LAHSA. RRH units/slots are not included in the electronic inventory and slots are filled at the subsidy holder's (housing provider) request. Utilization of all units/slots is reported on by the subsidy holder (housing provider). Workshop participants shared the need to manage inventory in as close to real-time as possible in order to maximize utilization of resource and ensure accurate targeting of resources. Because inventory management does not function this way currently, workshop participants shared anticipated challenges (instead of current challenges) and possible solutions in the section below.

Challenges

- o There is no efficient process for waitlist management across FSCs.
- o Family RRH slots fluctuate and are not easy to predict, which will make managing slots difficult.
- o Data entry is delayed and not high quality, which will also make the management of slots challenging.
- o Managing expectations and communication to external partners of what a "slot" means.
- o There is a concern about financial management and spending capacity of the provider during the transition to RRH slot management.
- o Need to define the capacity and attributes of RRH slots so that a provider understands how many households they can serve at any one time.
- o Other RRH funding outside of LAHSA needs to be considered and aligned; SPAs would need to do the heavy lift of aligning those resources.
- o Project and budgeting tools do not have the capacity to take on RRH slot management at this time.
- o Motel costs impacts RRH funding availability.
- o Not sure if the current electronic systems (e.g. HMIS, CHAMP, MyOrg, etc.) has unit/slot management capability at this time.

Solutions

- o Explore how real-time availability through slot management would work for the family system.
- o Provide real-time and on-demand TA and support for finance teams.
- o Build the capacity necessary to implement appropriate tools for budget management and from an administrative view.

- o Engage providers and funders on the prospect of slot management and the benefits of transitioning to real-time availability.
- o Create shared definitions built into system (e.g. what is a vacancy; when do providers report anticipated vacancies).
- o Develop standard operating procedures to ensure inventory management consistency across all SPAs.
- o Provide training on how to use slot inventory.
- o Invest in efforts to ensure data quality and sharing between the system and provider occurs.

Recommendations

- o Create a workgroup to build out the full capacity of real-time unit availability for the purpose of being able to manage vacancy in real-time and "push" referrals to available sots, as opposed to waiting for referral requests. This will speed up the housing process for families and gives the system the ability to monitor and improve utilization rates.

Referrals
The final element in CES is Referral. In referral, the group of persons with the highest priority is offered housing and supportive services projects first.
Referral management includes-eligibility screening, enrollment coordination, managing referral rejections, unit location, locating clients, document collection, and tracking the status of the referral throughout the referral process. During the workshop participants identified that CES does not have systems in place to track referral outcomes. Several other systemic barriers and challenges with landlords also limit success. Below are the referral challenges and solutions identified by workshop participants.

Challenges

- o The system is not tracking referral outcomes in real-time.
- o It is difficult to locate a family when a referral is ready.
- o Document collection and readiness is challenging.
- o Eligibility is not confirmed prior to sending a referral.
- o Family size and accessibility issues are barriers to identifying unit.
- o Past evictions, unpaid utilities, credit score and criminal history are common barriers to lease up.
- o It is difficult to find landlords that are willing to work with families from CESF.
- o Landlords can be unwilling to hold the unit while locating the family.
- o Changes in the household makeup and household income results in delays.
- o Overreliance on system motel vouchers has created less incentive for families to move on to permanent housing. Supportive services and case management to support housing planning is also less accessible at motels.
- o Client anxiety of being responsible for the unit and the pressure of the "clock" starting for families.
- o Neighborhood or school choice and unit location can be a barrier to identifying a unit.
- o Furniture timing is not always aligned with move-in.
- o The cost of moving is a barrier to lease up.
- o There is a high rate of applications that are rejected by the PHAs.

- o Due to over-enrollment of families in CESF and limited staff capacity, those enrolled in RRH that get housed tend to be families that find units on their own.

Solutions

- o Create an online tool where families could have the ability to inform the system of household changes or contact information updates.
- o Develop a process with high volume landlords where RRH case managers in all FSCs have the ability to create promissory notes with landlords before checks are able to be cut, so that families could get into housing sooner.
- o At first point of contact, have talking points to share with clients about documentation readiness and provide a housing readiness check list.
- o Refine the landlord incentive program.
- o Refine the risk mitigation fund for repairs and damages to units.
- o Explore the viability of developing a process to coordinate referrals and service delivery between homeless service providers and mainstream resource providers (Medicaid, criminal justice re-entry programs, healthcare services, workforce, etc.).

Recommendations

- o Develop and implement a culture shift around shared housing - Rethinking what affordable housing looks like will require ongoing research and conversations; which should include shared housing. The community will need leadership support to drive a large-scale culture shift toward the realities of shared housing, especially when exiting the homeless response system.
- o Refine the system-wide landlord engagement and retention strategy in partnership with PATH, Brilliant Corners, and other relevant stakeholders.

Accountability

To ensure coordinated entry systems are operating at optimal performance and to identify when they are not, communities often use performance dashboards, policy and procedure manuals, and system evaluations to support and monitor compliance and performance. Although accountability was not explicitly discussed in workshop, participants reported the need for refinements of the system dashboards and targets. Workshop participants and LAHSA staff shared that the operations manual has just recently been updated and will be released soon. Additionally, participants suggested the need to explore the integration of data between multiple systems to track and monitor systems level outcomes.

Recommendations

- o Ensure that CES system dashboards and targets are considered for refinement in a CESF performance workgroup, to include CES leadership.
- o Develop specific Co-Located Services outcomes related to achieving system objectives; securing housing and/or stabilizing in housing.

System Level Recommendations

The recommendations listed below were developed and suggested by the Consulting team.

Refine System Wide Landlord Engagement and Retention Strategy

Workshop participants identified unit location as one of the top three most challenging steps in the rehousing process, along with, locating the client and documentation collection. The need to refine and reinvigorate the system wide approach to landlord engagement and retention was reported by participants frequently throughout the refinement workshops. It is recommended that this work be done in partnership with PATH, Brilliant Corners, and other relevant stakeholders.

Develop and Implement a Plan to Shift the Culture of Shared Housing

Rethinking what affordable housing looks like will require ongoing research and conversations; which should include shared housing. With housing costs continuing to rise and affordable housing options limited by strict zoning and building codes, among other issues, new shared housing alternatives may offer a solution to the affordable housing crisis facing families. Workshop participants are looking to system leadership to help support the development of a system-wide push toward shared housing. (e.g. campaign, marketing, policy, etc.)
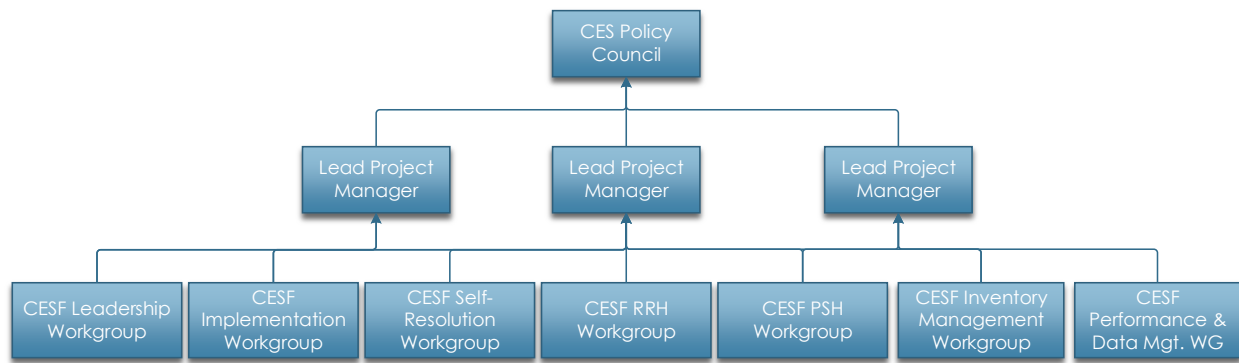
Develop a CES Refinement Implementation Infrastructure

It is strongly recommended that LAHSA designs and leads an implementation infrastructure that would take on the CESF refinements through a "system" lens. The scale of the refinements identified through the CES Refinement Workshops will require a significant amount of continued community engagement. It will also necessitate a strong communication and project management structure to accomplish all the solutions and recommendations that have been identified.

This infrastructure should consist of:
- Project Managers that lead the work and manage workplans, ensure that tasks are competed and on time, convene and lead workgroups, etc. These Project Managers will likely be staff from the LA Region's lead agencies; LAHSA, DHS, DMH, etc.
- Work groups made up of relevant stakeholders throughout the community that guide the work, write policy, test policy, drive implementation, etc.
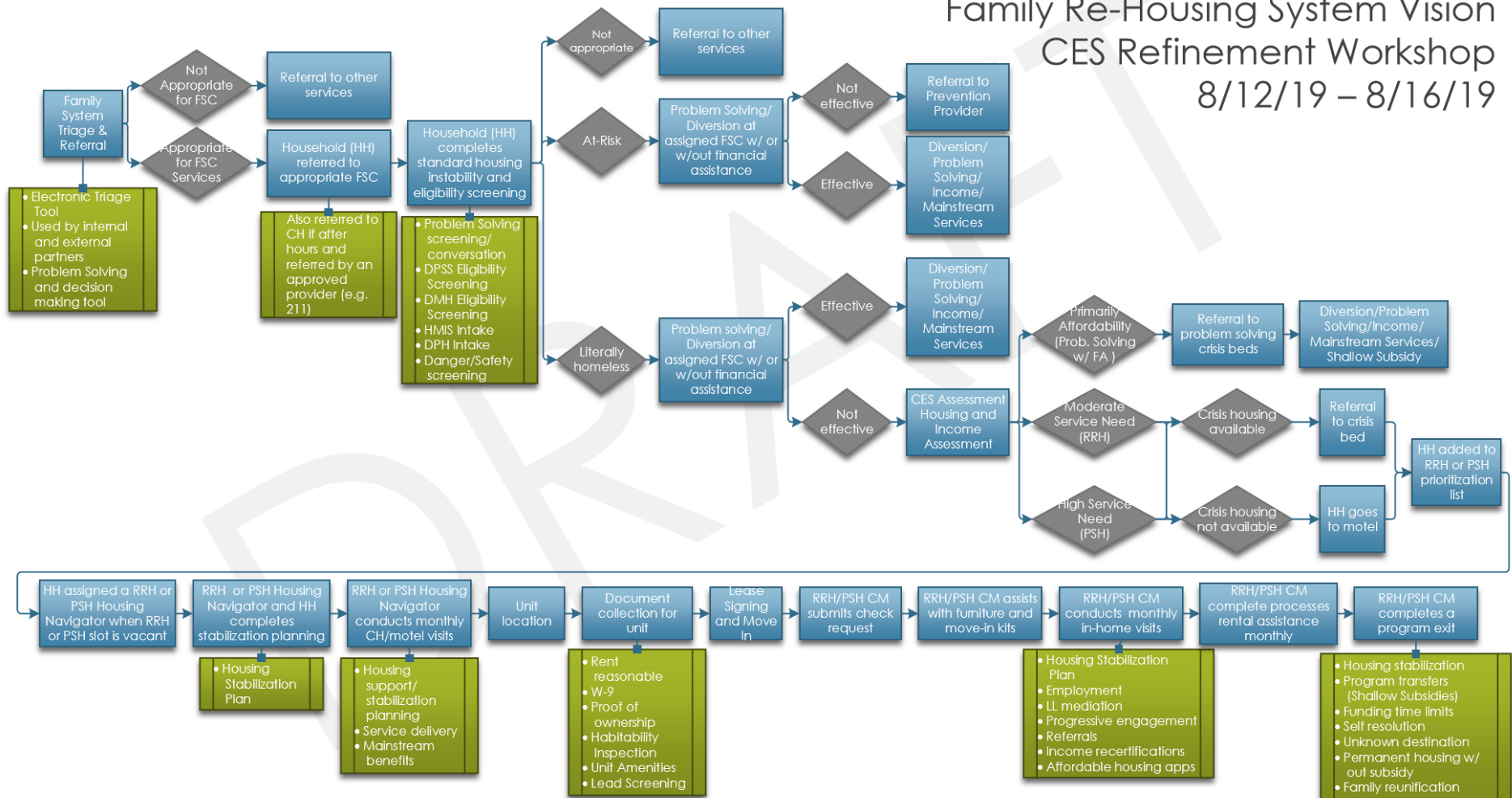
The refinement implementation infrastructure should be made up of workgroups of workshop participants, other relevant stakeholders and those with lived experience. This infrastructure should reflect those that access services through CES and those that operate CES. This allows for more accountability and continued growth and learning. This structure also creates and supports an action-oriented environment. All work is done in workgroups, in real-time by those that will be responsible for implementation on the ground. Work is outlined in workplans with timelines to drive productivity and dedicated project managers are assigned to ensure timelines are met and focus is maintained. Below is a sample implementation infrastructure and descriptions of potential workgroups for a refinement implementation infrastructure:

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                    ┌──────────────┐
                    │  CES Policy  │
                    │   Council    │
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   ┌──────────────┐ ┌──────────────┐ ┌──────────────┐
   │ Lead Project │ │ Lead Project │ │ Lead Project │
   │   Manager    │ │   Manager    │ │   Manager    │
   └──────────────┘ └──────────────┘ └──────────────┘
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| CESF Leadership Workgroup | CESF Implementation Workgroup | CESF Self-Resolution Workgroup | CESF RRH Workgroup | CESF PSH Workgroup | CESF Inventory Management Workgroup | CESF Performance & Data Mgt. WG |

- o CES Policy Council
  - Function – Support implementation of the CESF through alignment of practice and resources; Monitor the efficacy and efficiency of the CESF; Understand and account for CESF's role in reducing homelessness.
- o CESF Implementation Workgroup
  - Function – Refine operational functions of the CESF including the assessment tools, access points, prioritization, matching accuracy, referrals, provider coordination, and technology.
- o CESF Leadership Workgroup
  - Function – Synthesize practice to create and modify CESF policies in support of improved functioning; React to implementation obstacles and barriers; Account for system performance.
- o CESF Self-Resolution Workgroup
  - Function – Develop a service package, standardize enrollment process, standardize documentation requirements, and standardize referral process to mainstream services.
- o CESF RRH Workgroup
  - Function – Standardize enrollment processes, standardize documentation requirements, and standardize the referral process from CES as much as possible for the purpose of streamlining the assessment to move-in process.
- o CESF PSH Workgroup
  - Function – Standardize enrollment processes, standardize documentation requirements, and standardize the referral process from CES as much as possible for the purpose of streamlining the assessment to move-in process.
- o CESF Inventory Management Workgroup
  - Function – Develop and implement the policies and procedures for managing a RRH and PSH, slot based inventory in as close to real-time as possible in HMIS or other, like, electronic system.
- o CESF Performance and Data Management Workgroup
  - Function – Data analysis and management

LA Region
Family Re-Housing System Vision
CES Refinement Workshop
8/12/19 – 8/16/19

Family System Triage & Referral

- Electronic Triage Tool
- Used by internal and external partners
- Problem Solving and decision making tool

Not Appropriate for FSC

Referral to other services

Appropriate for FSC Services

Household (HH) referred to appropriate FSC

- Also referred to CH if after hours and referred by an approved provider (e.g. 211)

Household (HH) completes standard housing instability and eligibility screening

- Problem Solving screening/ conversation
- DPSS Eligibility Screening
- DMH Eligibility Screening
- HMIS Intake
- DPH Intake
- Danger/Safety screening

Not appropriate

Referral to other services

At-Risk

Problem Solving/ Diversion at assigned FSC w/ or w/out financial assistance

Not effective

Referral to Prevention Provider

Effective

Diversion/ Problem Solving/ Income/ Mainstream Services

Literally homeless

Problem solving/ Diversion at assigned FSC w/ or w/out financial assistance

Effective

Diversion/ Problem Solving/ Income/ Mainstream Services

Not effective

CES Assessment Housing and Income Assessment

Primarily Affordability (Prob. Solving w/ FA)

Referral to problem solving crisis beds

Diversion/Problem Solving/Income/ Mainstream Services/ Shallow Subsidy

Moderate Service Need (RRH)

Crisis housing available

Referral to crisis bed

High Service Need (PSH)

Crisis housing not available

HH goes to motel

HH added to RRH or PSH prioritization list

HH assigned a RRH or PSH Housing Navigator when RRH or PSH slot is vacant

RRH or PSH Housing Navigator and HH completes stabilization planning

- Housing Stabilization Plan

RRH or PSH Housing Navigator conducts monthly CH/motel visits

- Housing support/ stabilization planning
- Service delivery
- Mainstream benefits

Unit location

Document collection for unit

- Rent reasonable
- W-9
- Proof of ownership
- Habitability Inspection
- Unit Amenities
- Lead Screening

Lease Signing and Move In

RRH/PSH CM submits check request

RRH/PSH CM assists with furniture and move-in kits

RRH/PSH CM conducts monthly in-home visits

- Housing Stabilization Plan
- Employment
- LL mediation
- Progressive engagement
- Referrals
- Income recertifications
- Affordable housing apps

RRH/PSH CM complete processes rental assistance monthly

RRH/PSH CM completes a program exit

- Housing stabilization
- Program transfers (Shallow Subsidies)
- Funding time limits
- Self resolution
- Unknown destination
- Permanent housing w/ out subsidy
- Family reunification

DRAFT

Access
1. Create an electronic triage tool, with a decision-making capacity for external partners.
2. Intentionally engaging clients in problem solving/diversion conversations as quickly as possible.
3. Onboard referring partner agencies and educate on the roles, services, and resources of the FSCs.
4. Develop materials that outline the criteria for service provision for each SPA.
5. Referring agencies build problem solving capacity to reduce the number of people entering the homeless response system who are either ineligible or who could be served with other mainstream resources first/self-resolved.
6. Ensure physical locations of the FSCs are sited in proximity to public transportation and other services to facilitate client access.
7. Develop and implement effective strategies for triaging voicemails that all SPAs can use.
8. Develop and implement a policy and procedure to standardize referrals between FSCs/SPAs.
9. Use data to monitor and efficiently manage the inflow at all steps of the front door; electronic triage, CES assessment, etc.
10. Improve data quality and collection with the use of an electronic triage and/or referral tool to better manage inflow in the long-term.
11. Trauma informed practices should be rolled into the electronic triage/referral tool.
12. Develop triage tools to ensure all questions always translate well in other languages.

Assessment
1. Ability to have real time decision making immediately following the assessment. The assessment would result in a stated intervention pathway decision.
2. Develop/Refine consistent scripts for assessors regarding how they communicate to clients throughout the process.
3. Refine CES assessment and process to include questions to identify workforce/income service needs and have logic built in to match to workforce/income services.
4. Develop a standard phased assessment using comprehensive and standardized tools, performed only when needed, and only assess for information necessary at each phase of the rehousing process.
5. Review the more than 70 pages of the assessment and enrollment packets to eliminate redundancy and unnecessary data collection.
6. Incorporate cultural and linguistic competency training into the required training protocols for participating agencies and CESF Assessors.
7. Add standard safety screening for human trafficking and DV into the CES assessment.
8. Develop a fact sheet for clients on what documents can be helpful to bring for assessment and what to expect after the assessment is complete.
9. Ensure all assessments are completed in a trauma informed manner by dedicated, trained CES Assessors (e.g. appropriate space at each location to perform assessments, intensive CES assessor training curriculum, etc.).
10. Include information in the notes section of the assessment to assist with appropriate matching and give more information to the referring project.
11. Refine assessment to include culturally and linguistically competent questions to reduce barriers to housing and services for special populations.
12. Refine tools and assessment processes to ensure that it is easily understood by clients.

13. Explore data sharing options across multiple systems to support streamlining the assessment process for families; auto-populate assessment information or anticipate service needs based on previous service utilization in the homeless response system and other systems.

Assignment
1. Develop a lower service need pathway to support rapid self-resolution; a massive expansion of Problem Solving/Diversion is needed.
2. Create clearly defined matching criteria for each of the intervention pathways.
3. Develop a process for families to decline RRH that doesn't leave them in crisis housing for long periods of time without the ability to exit to housing.
4. Integrate direct access to workforce resources within every intervention pathway, especially the lower service need pathway.
5. Develop and implement strategies to drive a culture shift throughout the homeless response system to move employment to the forefront of staffs' minds and make employment a part of every case management conversation.
6. Facilitate a shift in culture to reflect the system vision of tailored exit pathways for every household rather than a singular intervention for all households.

Inventory Management/Slot Management
1. Explore how real-time availability through slot management would work for the family system.
2. Provide real-time and on-demand TA and support for finance teams.
3. Build the capacity necessary to implement appropriate tools for budget management and from an administrative view.
4. Engage providers and funders on the prospect of slot management and the benefits of transitioning to real-time availability.
5. Create shared definitions built into system (e.g. what is a vacancy; when do providers report anticipated vacancies).
6. Develop standard operating procedures to ensure inventory management consistency across all SPAs.
7. Provide training on how to use slot inventory.
8. Invest in efforts to ensure data quality and sharing between the system and provider occurs.

Referrals
1. Create an online tool where families could have the ability to inform the system of household changes or contact information updates.
2. Develop a process with high volume landlords where RRH case managers in all FSCs have the ability to create promissory notes with landlords before checks are able to be cut, so that families could get into housing sooner.
3. At first point of contact, have talking points to share with clients about documentation readiness and provide a housing readiness check list.
4. Refine the landlord incentive program.
5. Refine the risk mitigation fund for repairs and damages to units.
6. Explore the viability of developing a process to coordinate referrals and service delivery between homeless service providers and mainstream resource providers (Medicaid, criminal justice re-entry programs, healthcare services, workforce, etc.).

Access

1. Significant investment in the development of an electronic pre-screening/referral tool to support more effective management of the inflow.
2. A messaging and a communications strategy need to be developed and communicated to clients, providers, elected officials, policy makers, and the larger community on the role of CESF, FSCs, the available resources, and the process for accessing services as refinements are made.
3. Scale Problem-Solving

Assessment

1. Refine and build out a phased assessment process, which could include these key elements:
    a. Initial Triage – aims to resolve the immediate housing crisis; includes identification of the homeless response system as the appropriate system to address the potential participant's immediate needs.
    b. Safety Screening – assess a potential client's need or desire to receive domestic violence and/or human trafficking services
    c. Eligibility Screening – assess potential client's eligibility for FSC resources
    d. Problem-solving and/or Prevention Screening – examination of existing system and client resources and exploring options that could be used to avoid entering the homeless response system
    e. Comprehensive CES Assessment – gather information necessary to refine, clarify, and verify a client's housing and homeless history, barriers, goals, and preferences. Assessment information supports the evaluation of client's vulnerability, prioritization, and eligibility for housing, income, and other services
2. To create more continuity between FSCs, an operations glossary could be developed that outlines key terms, titles, and process in the Access and Assessment processes.

Assignment

1. Create a workgroup of relevant stakeholders including those from other systems to explore and develop a robust service package to support a rapid self-resolution exit pathway.
2. Create a workgroup to build out the full capacity of real-time unit availability for the purpose of being able to manage vacancy in real-time and "push" referrals to available sots, as opposed to waiting for referral requests. This will speed up the housing process for families and gives the system the ability to monitor and improve utilization rates.
3. Develop and implement a culture shift around shared housing - Rethinking what affordable housing looks like will require ongoing research and conversations; which should include shared housing. The community will need leadership support to drive a large-scale culture shift toward the realities of shared housing, especially when exiting the homeless response system.
4. Refine the system-wide landlord engagement and retention strategy in partnership with PATH, Brilliant Corners, and other relevant stakeholders.

Accountability

1. Ensure that CES system dashboards and targets are considered for refinement in a CESF performance workgroup, to include CES leadership.
2. Develop specific Co-Located Services outcomes related to achieving system objectives; securing housing and/or stabilizing in housing

Appendix IV: Summary of Co-Located Challenges and Solutions by Program

Mental Health

Challenges
1. Clients who are literally homeless identify their primary service need is housing and are not frequently engaging in Mental Health services beyond initial screenings and intakes.
2. Lack of collaboration & level of true integration varies by FSC.
3. Clients do not have transportation to and from services following the initial visit
4. Communication with internal and external partners is not effective

Solutions
1. Refine the timing of the engagement process to better support stabilization outcomes; this includes reorienting service provision for post housing placement and intentional marketing and engagement to housed clients.
2. Prioritize CES families for ongoing MH services (e.g., create a homeless preference).
3. Streamline accessibility/standardized (such as scale the service request tracking system being piloted by DMH)
4. Explore the feasibility of tele and/or remote service provision to be more accessible and to better meet the needs of clients.
5. Provide assistance with transportation.
6. Offer more robust trainings on best practices for populations served to all staff throughout CESF, specifically RRH CMs.

Substance Use

Challenges
1. Clients who are literally homeless identify their primary service need is housing and are not frequently engaging in substance use services beyond initial screening and intakes.
2. There is not enough access to medical detox for clients; the wait time to access medical detox is a barrier.
3. SAPC does not have a medical or FQHC linkage.
4. Intensive inpatient substance abuse treatment options are limited, and clients do not want to participate in out-patient substance abuse counseling.
5. Substance use services available from SPA to SPA are not consistent.

Solutions
1. Formalize the process for service provision collaboration and communication post housing placement (e.g., monthly visits or on-going check-ins at consistent intervals).
2. Explore the feasibility of tele and/or remote service provision to be more accessible and to better meet the needs of clients.
3. Create opportunities for networking with internal and external partners to learn more about services in the community.

4. Offer more robust trainings on best practices for populations served to all staff throughout CESF, specifically RRH CMs.
5. Provide assistance for transportation.
6. Streamline assessment process to increase efficiency and ensure individuals can access services when they choose to do so.
7. Standardize the substance use services menu across all SPAs/FSCs.

Education

Challenges
1. Internal partners are not in alignment as it relates to program outcomes.
2. There is inadequate follow-up once clients are engaged in services as a result of limited capacity.
3. Households are being placed in or are choosing motels that are not near their school of origin.
4. Childcare system can be difficult for clients to navigate because the eligibly requirements and process are different for each program.
5. There are a large number of client disclosures that must be discussed with clients throughout the process.
6. There is a lack of funding for vocational certifications.

Solutions
1. Enhance the case conferencing shelter placement process to include a consideration of school of origin.
2. Expand interim housing/crisis housing options across all SPA's to better meet the needs of homeless families who want to stay in same region as their school of origin.
3. Improve access to childcare system wide; standardize childcare eligibility process and increase transparency in school options.
4. Explore the current disclosures process to streamline and eliminate unnecessary or redundant items.
5. Increase funding for technical/vocational education.
6. Explore opportunities for collaboration and coordination with community colleges.
7. Formalize engagement process once housing placement has occurred.

DPSS

Challenges
1. Staff capacity is different from SPA to SPA.
2. FSCs send paperwork to DPSS that isn't complete.
3. It is difficult to locate households after initial visit.
4. Majority of clients presenting at FSCs are no longer eligible for DPSS homeless resources.
5. Majority of clients presenting at FSCs are not eligible for GAIN.

<u>Solutions</u>

1. Develop a process to effectively and efficiently manage inflow so that household referrals/paperwork going to DPSS is appropriate and actionable.
2. Create and implement mechanism for a real-time response from all district offices.
3. Streamline process to align with current DPSS capacity and infrastructure.
4. Prioritize active and engaged households.
5. Revisit staffing ratios and adjust to match volume.
6. Explore DPSS capacity to provide Diversion/Problem Solving services.

Coordinated Entry System for Families (CESF)
Data Reports Summary

The Year-End Fiscal Year (FY) 2018-19 CESF Data Report, which is a quarterly, recurring dashboard to track key system indicators countywide and by SPA, indicates that the CESF continues to experience challenges, in terms of high enrollments in interim housing and rapid re-housing (RRH) and their associated outcomes. Despite this, there were increased "exits" in the first quarter of FY 2019-20 in some SPAs and "exits to permanent housing" continues to trend positively with a steady increase overall from FY 2018-19 to the first quarter of FY 2019-20.

As part of the recurring CESF Data Report, LAHSA agreed to provide updates on the case management ratio as an indicator of the system's capacity to serve enrolled families. The below chart summarizes the case management ratio as of September 2019. This shows an improved ratio compared to the Enhancing the CESF June 2019 Report. Increased funding for CESF interim housing and RRH in FY 2019-20 contributed to an increase in the total case managers across the system, which should help to improve outcomes in future quarters.

Table 1. Current CESF Case management ratio

Point-in-Time	Total Families Enrolled	Total Case Managers	Ratio
September 2019	4,581	82	56:1

Skid Row CESF Referrals

Since June 2019, there was a very slight increase in the number of families and children residing at the Union Rescue Mission (URM), located in Skid Row.   From July 2019 to September 2019, a total of 73 families exited URM. Although reporting exit destinations is voluntary, 30 families reported being connected to interim housing, 14 families connected to permanent housing, and 29 families did not report their exit destination.

In FY 2019-20, funding is allocated to People Assisting the Homeless (PATH), the SPA 4 CESF Lead Agency, to co-locate a full-time Problem-Solving Specialist to provide diversion assistance to URM families, which will help to connect families living on Skid Row sooner to problem-solving resources and result in quicker resolution of homelessness for some families.

Table 1: Point in Time Census of Families at Union Rescue Mission

Reporting	FY 2018-2019, Q 4	FY 2019-2020, Q1			% Change (June 2019 & Sept. 2019)
	June-19	July-19	Aug-19	Sept - 19	
Number of Families	65	71	76	70	8%
Number of Children	125	140	144	134	7%

COORDINATED ENTRY SYSTEM FOR FAMILIES FY 2018-19
Year-End Data Report

July 1, 2018- June 30, 2019

Assessments: FY 2018-19 Year-end Coordinated Entry System for Families (CESF) Data Report
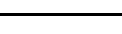
Number of Families Assessed*

FY 2018-19	Q1-Q4	Q4
Assessments completed	4,751	944
Assessed and enrolled	3,487	827

Assessments by Acuity*

Acuity Score Range	% of Assessments within Range	Number of Assessments
9-22	35%	1683
7-8	25%	1195
4-6	34%	1601
0-3	6%	272

Number of Assessments Completed by SPA and Quarter**

SPA	FY 2018-19				Trendline
	Q1	Q2	Q3	Q4	
1	92	223	197	158	
2	155	162	113	124	
3	110	112	107	110	
4	106	120	127	111	
5	22	22	27	22	
6	552	453	373	192	
7	64	51	66	55	
8	219	165	168	172	

*Based on most current CES Assessment conducted

**Non-cumulative across quarters

Housing Program Summary: FY 2018-19 Year End CESF Data Report

FY 2018-19	Q1-Q4	Q4
Number of Unduplicated Families Served	5,607	927

Number of Active Families by Program

FY 2018-19	Q1-Q4	Q4
Prevention	1,056	471
Interim Housing	3,083	2,159
Rapid Re-housing	4,297	3,193

Note: A family can be in multiple programs

Family Size and Income for All Programs

	Average Size	Median Income (at entry)	Average Income (at entry)
Family	3.27	$810	$1,094

Families Served by all Program Components*

	FY 2017-18				FY 2018-19				Trendline
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Number of Families	4,342	4,619	4,779	5,184	1,692	3,243	4,548	5,067	

Note: A family can be in multiple programs
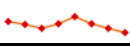
*Unduplicated in each program and cumulative across quarters.

Prevention Services Summary: FY 2018-19 Year End CESF Data Report

Number of Families Served*

FY 2018-19	Q1-Q4	Q4
# of Active Families	1056	471
# of Families Newly Enrolled	696	78

Number of Families Served**

	FY 2017-18				FY 2018-19				Trendline
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Number of Active Families	515	579	578	658	753	832	628	471	
Number of Families Newly Enrolled	227	187	137	197	294	195	137	78	

Number of Families Exited versus Exited to Permanent Housing (PH)*

FY 2018-19	Q1-Q4	Q4
Number Exits	870	180
Number Remained in PH Upon Exit or Exited to another PH Destination	777	147
Percent Who Remained in PH Upon Exit or Exited to another PH Destination	89%	82%

*Unduplicated
**Unduplicated and non-cumulative across quarters.

Prevention Services Summary: FY 2018-19 Year End CESF Data Report

Number of Families Exited versus Exited to PH

	FY 2017-18				FY 2018-19				Trendline
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Exited	124	142	153	130	113	350	238	180	
Number Who Remained in PH Upon Exit or Exited to another PH Destination	98	114	110	93	96	329	212	147	
Percent Who Remained in PH Upon Exit or Exited to another PH Destination	79%	80%	72%	72%	85%	94%	89%	82%	

Prevention Services by SPA: FY 2018-19 Year-end CESF Data Report

SPA	Prevention Metric	Q1	Q2	Q3	Q4	Trendline	SPA	Prevention Metric	Q1	Q2	Q3	Q4	Trendline
1	Active	72	72	29	21		6	Active	378	427	251	142	
	Newly enrolled	44	5	0	4			Newly Enrolled	126	64	27	3	
	Exits	5	44	12	12			Exits	13	207	116	71	
	PH Exit	3	39	11	8			PH Exit	9	197	97	48	
	Non PH Exits	2	5	1	4			Non PH Exits	5	16	56	42	
2	Active	55	43	54	37		7	Active	75	99	103	98	
	Newly enrolled	21	17	33	11			Newly Enrolled	28	41	22	13	
	Exits	29	22	28	8			Exits	17	20	19	37	
	PH Exit	26	19	28	8			PH Exit	16	19	18	35	
	Non PH Exits	3	3	1	0			Non PH Exits	1	1	1	2	
3	Active	31	41	41	25		8	Active	50	62	53	52	
	Newly Enrolled	18	17	8	0			Newly Enrolled	32	32	20	27	
	Exits	6	8	16	22			Exits	20	31	28	13	
	PH Exit	5	8	16	21			PH Exit	17	31	25	12	
	Non PH Exits	1	0	0	2			Non PH Exits	3	1	3	1	
4	Active	70	65	67	74								
	Newly Enrolled	18	14	17	17								
	Exits	19	15	10	15								
	PH Exit	16	13	8	14								
	Non PH Exits	3	2	2	1								
5	Active	22	23	30	22								
	Newly Enrolled	7	5	10	3								
	Exits	4	3	9	2								
	PH Exit	4	3	9	1								
	Non PH Exits	0	0	0	1								

Number of Families Served*

FY 2018-19	Q1-Q4	Q4
Active	3,083	2,159
Newly Enrolled	2,455	609
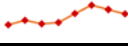
Total Number of Families Served**

	FY 2017-18				FY 2018-19				
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Trendline
Active	1,184	1,187	1,156	1,354	1,691	1,913	2,055	2,159	
Newly Enrolled	765	290	331	438	673	628	649	609	

Total Number of Families Exited versus Exited to Permanent Housing (PH)

FY 2018-19	Q1-Q4	Q4
Number of Exits	1899	561
Number Exited to PH	756	170
Percent Exited to PH	40%	30%

Number of Families Exited versus Exited to PH**

	FY 2017-18				FY 2018-19				
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Trendline
Exited	320	393	289	313	398	491	493	561	
Exited to PH	95	125	102	111	173	230	199	170	
Percent Exited to PH	30%	32%	35%	35%	43%	47%	40%	30%	

*Unduplicated

**Non-cumulative across quarters

Interim Housing by SPA: FY 2018-19 Year-end CESF Data Report

SPA	Interim Housing Metric	Q1	Q2	Q3	Q4	Trendline	SPA	Interim Housing Metric	Q1	Q2	Q3	Q4	Trendline
1	Active	123	190	205	181		6	Active	561	691	862	909	
	Newly Enrolled	85	108	79	72			Newly Enrolled	109	175	248	156	
	Exits	41	59	92	81			Exits	48	89	119	218	
	PH Exit	27	38	61	34			PH Exit	12	34	36	41	
	Non PH Exits	16	24	34	48			Non PH Exits	38	59	83	182	
	Housed who exited to PH	0	0	0	0			Housed who exited to PH	0	0	0	0	
2	Active	379	404	365	438		7	Active	87	75	77	85	
	Newly Enrolled	160	126	95	143			Newly Enrolled	20	16	45	35	
	Exits	96	121	55	64			Exits	27	43	26	19	
	PH Exit	47	71	20	22			PH Exit	8	13	9	5	
	Non PH Exits	52	51	37	43			Non PH Exits	19	31	17	14	
	Housed who exited to PH	0	1	0	0			Housed who exited to PH	0	0	0	0	
3	Active	111	153	141	142		8	Active	136	122	129	115	
	Newly Enrolled	92	80	35	51			Newly Enrolled	82	55	64	62	
	Exits	33	41	46	63			Exits	69	57	78	58	
	PH Exit	16	19	17	24			PH Exit	17	22	27	21	
	Non PH Exits	17	22	29	41			Non PH Exits	53	35	51	38	
	Housed who exited to PH	0	0	0	0			Housed who exited to PH	0	0	0	0	
4	Active	145	152	144	179								
	Newly Enrolled	63	38	43	61								
	Exits	33	47	27	27								
	PH Exit	18	19	10	15								
	Non PH Exits	15	28	18	14								
	Housed who exited to PH	0	0	0	0								
5	Active	149	126	132	110								
	Newly Enrolled	62	30	40	29								
	Exits	51	34	50	31								
	PH Exit	28	14	19	8								
	Non PH Exits	26	21	32	23								
	Housed who exited to PH	1	0	0	0								

Rapid Re-Housing Summary: FY 2018-19 Year-end CESF Data Report

Number of Families Served in Rapid Re-housing (RRH)

FY 2018-19	Q1-Q4	Q4
Active	4,297	3,193
Newly Enrolled	2,456	457
Number of Exits	2,122	649
Number Exited to PH	1,092	377
Number Exited to non-PH destinations	1,030	272
Percent Exited to PH	51%	58%

Income Change of Families that Exited

	Median	Average
At Entry	$852	$1,133
At Exit	$949	$1,243

(9% increase)

Number of Families Active versus Active and Housed*

	FY 2017-18				FY 2018-19				
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Trendline
Active	2,567	2,758	2,962	3,118	2,926	3,335	3,474	3,193	
Active and Housed	1,005	1,063	1,118	994	291	383	331	257	

Number of Families Newly Enrolled*

	FY 2017-18				2018-19				Trendline
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Newly Enrolled	1,059	662	665	658	725	784	606	457	

Number of Families Exited versus Exited to PH*

	FY 2017-18				FY 2018-19				
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Trendline
Exited	495	487	522	629	352	437	725	649	
Exited to PH	161	145	238	200	194	238	306	377	
Percent Exited to PH	33%	30%	46%	32%	55%	54%	42%	58%	

*Non-cumulative across quarters

Rapid Re-Housing (RRH) by SPA: FY 2018-19 Year-end CESF Data Report

SPA	RRH Metric	Q1	Q2	Q3	Q4	Trendline
1	Active	100	178	196	172	
	Active with move-in date	16	34	52	22	
	Average time from enrollment to housed	82	75	105	81	
	Newly Enrolled	51	86	43	36	
	Exits	6	22	64	77	
	PH Exit	6	18	53	56	
	Non PH Exits	0	4	11	22	
	Housed who exited to PH	1	0	14	6	
2	Active	632	695	722	757	
	Active with move-in date	62	108	50	23	
	Average time from enrollment to housed	182	139	197	296	
	Newly Enrolled	165	180	149	146	
	Exits	111	106	101	81	
	PH Exit	44	53	57	45	
	Non PH Exits	71	54	45	37	
	Housed who exited to PH	11	17	23	18	
3	Active	200	255	263	271	
	Active with move-in date	25	32	33	35	
	Average time from enrollment to housed	136	144	157	212	
	Newly Enrolled	100	108	57	65	
	Exits	44	40	46	111	
	PH Exit	19	26	25	54	
	Non PH Exits	25	14	21	58	
	Housed who exited to PH	7	12	9	21	

Rapid Re-Housing (RRH) by SPA: FY 2018-19 Year-end CESF Data Report

SPA	RRH Metric	Q1	Q2	Q3	Q4	Trendline
4	Active	242	275	295	341	
	Active with move-in date	23	20	25	29	
	Average time from enrollment to housed	194	193	166	240	
	Newly Enrolled	46	82	67	93	
	Exits	47	53	48	27	
	PH Exit	34	23	19	11	
	Non PH Exits	14	32	30	18	
	Housed who exited to PH	2	6	2	0	
5	Active	262	260	273	258	
	Active with move-in date	29	24	19	12	
	Average time from enrollment to housed	257	261	318	420	
	Newly Enrolled	24	25	38	15	
	Exits	25	23	29	18	
	PH Exit	20	19	22	13	
	Non PH Exits	5	5	7	5	
	Housed who exited to PH	1	1	0	0	
6	Active	861	1008	1043	723	
	Active with move-in date	53	84	71	58	
	Average time from enrollment to housed	177	211	166	285	
	Newly Enrolled	181	187	138	10	
	Exits	39	100	332	193	
	PH Exit	20	38	75	74	
	Non PH Exits	20	67	267	129	
	Housed who exited to PH	3	9	10	13	

Rapid Re-Housing (RRH) by SPA: FY 2018-19 Year-end CESF Data Report

SPA	RRH Metric	Q1	Q2	Q3	Q4	Trendline
7	Active	384	393	402	393	
	Active with move-in date	35	45	44	35	
	Average time from enrollment to housed	126	245	204	252	
	Newly Enrolled	77	56	62	45	
	Exits	47	52	56	88	
	PH Exit	26	26	19	77	
	Non PH Exits	21	27	37	12	
	Housed who exited to PH	7	1	2	11	
8	Active	245	271	280	278	
	Active with move-in date	48	36	37	43	
	Average time from enrollment to housed	45	92	91	99	
	Newly Enrolled	81	60	52	47	
	Exits	33	41	49	54	
	PH Exit	25	35	36	47	
	Non PH Exits	8	7	13	9	
	Housed who exited to PH	11	7	5	16	

COORDINATED ENTRY SYSTEM FOR FAMILIES FY 2019-20
Quarter 1 Data Report

July 1 - September 30, 2019

Number Families Assessed*

FY 2019-20	Q1
Number of Assessments Completed	1,037
Number Assessed and Enrolled	819

Number of Assessments by Acuity*

Acuity Score Range	Percent of Assessments within Range	Number of Assessments
9-22	40%	415
7-8	22%	233
4-6	31%	324
0-3	6%	65

Number of Assessments by SPA

SPA	Q1
1	160
2	170
3	76
4	105
5	31
6	272
7	55
8	168

*Based on most current CES Assessment conducted

Housing Program Summary: FY 2019-20 Q1 CESF Data Report

FY 2019-20	Q1
Number of Unduplicated Families Served	1,437

Number of Active Families by Program

FY 2019-20	Q1
Prevention	472
Interim Housing	2,390
Rapid Re-housing	3,029

Note: A family can be in multiple programs

All Programs

	Average Size	Median Income (at entry)	Average Income (at entry)
Family	4	$714	$990

Number of Families Served by all Program Components*

	FY 2018-19				FY 2019-20	
Quarter	1	2	3	4	1	Trendline
Number of Families	1,692	3,243	4,548	5,067	1,437	

Note: A family can be in multiple programs
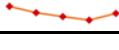
*Unduplicated in each program and cummulative across quarters.

Prevention Services Summary: FY 2019-20 Q1 CESF Data Report

Total Number of Families Served*

FY 2019-20	Q1
Active Families	471
Families Newly Enrolled	78

Number of Families Served by Quarter

	FY 2018-19				FY 2019-20	
	Q1	Q2	Q3	Q4	Q1	Trendline
Active Families	753	832	628	471	472	
Families Newly Enrolled	294	195	137	78	185	

note: Unduplicated families served and cummulative across quarters.

Total Number of Families Who Exited the CESF versus Exited to Permanent Housing (PH)*

FY 2019-20	Q1
Prevention Exits	86
Number Remained in PH Upon Exit or Exited to another PH Destination	75
Percentage Who Remained in PH Upon Exit or Exited to another PH Destination	87%

Number of Families Who Exited the CESF versus Exited to PH by Quarter

	FY 2018-19				FY 2019-20	
	1	2	3	4	1	Trendline
Prevention Exits	113	350	238	180	86	
Number Who Remained in PH Upon Exit or Exited to another Permanent Housing Destination	96	329	212	147	75	

*Unduplicated families

Page 4 of 10

% Remained in Permanent Housing Upon Exit or Exited to another Permanent Housing Destination	85%	94%	89%	82%	87%	
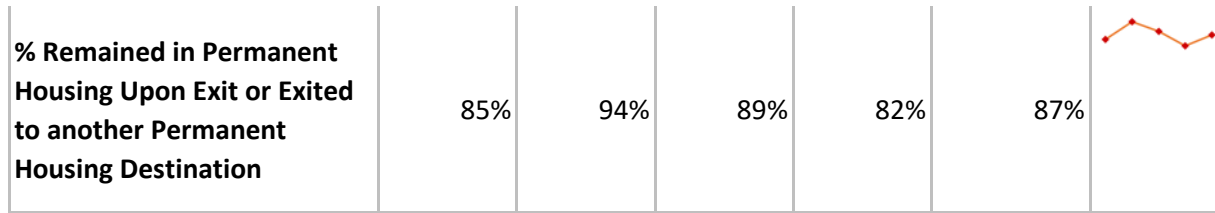
Prevention Services by SPA: FY 2019-20 Q1

SPA	Prevention Metric	Q1
1	Number of Active Families	37
	Number of Newly Enrolled Families	26
	Number of Exits	10
	PH Exits	10
	Non PH Exits	0
	Housed who exited to PH	0
2	Number of Active Families	69
	Number Newly Enrolled	40
	Exits	1
	PH Exits	1
	Non PH Exits	0
	Housed who exited to PH	0
3	Number Active	4
	Newly Enrolled	1
	Exits	3
	PH Exit	3
	Non PH Exits	0
	Housed who exited to PH	0
4	Active	75
	Newly Enrolled	18
	Exits	12
	PH Exit	12
	Non PH Exits	0
	Housed who exited to PH	0
5	Active	23
	Newly Enrolled	4
	Exits	2
	PH Exit	2
	Non PH Exits	0
	Housed who exited to PH	0

SPA	Prevention Metric	Q1
6	Number of Active Families	120
	Number of Newly Enrolled Families	51
	Number of Exits	27
	PH Exits	16
	Non PH Exits	12
	Housed who exited to PH	3
7	Number of Active Families	81
	Number of Newly Enrolled Families	21
	Number of Exits	11
	PH Exits	11
	Non PH Exits	0
	Housed who exited to PH	0
8	Number of Active Families	63
	Number of Newly Enrolled Families	24
	Number of Exits	20
	PH Exits	20
	Non PH Exits	0
	Housed who exited to PH	0

Interim Housing Summary: FY 2019-20 Q1 CESF Data Report

Total Number of Families Served*

FY 2019-20	Q1
# of Active Families	2,390
# of Families Newly Enrolled	726
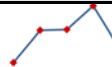
Number of Families Served by Quarter**

	2018-19				FY 2019-20	
	Q1	Q2	Q3	Q4	Q1	Trendline
Number of Active Families	1,691	1,913	2,055	2,159	2,390	
Number of Families Newly Enrolled	673	628	649	609	726	

Total Number of Families Exited versus Exited to Permanent Housing (PH)

FY 2019-20	Q1
Number of Exits	436
Number Exited to PH	131
Percentage Exited to PH	30%

Number of Families Exited vs. Exited to Permanent Housing (PH) by Quarter**

	FY2018-19				FY 2019-20	
	Q1	Q2	Q3	Q4	Q1	Trendline
Exited	398	491	493	561	436	
Exited to PH	173	230	199	170	131	
Percentage Who Exited to PH	43%	47%	40%	30%	30%	

*Unduplicated

**Non cumulative

Interim Housing by SPA: FY 2019-20 Q1

SPA	Interim Housing Metric	Q1
1	Active	156
	Active with Move-in Date	0
	Average time from enrollment to housed	0
	Newly Enrolled	58
	Exits	43
	PH Exit	23
	Non PH Exits	21
	Housed who exited to PH	0
2	Active	534
	Active with Move-in Date	0
	Average time from enrollment to housed	0
	Newly Enrolled	167
	Exits	34
	PH Exit	9
	Non PH Exits	25
	Housed who exited to PH	0
3	Active	134
	Active with Move-in Date	0
	Average time from enrollment to housed	0
	Newly Enrolled	55
	Exits	28
	PH Exit	13
	Non PH Exits	16
	Housed who exited to PH	0
4	Active	213
	Active with Move-in Date	1
	Average time from enrollment to housed	17
	Newly Enrolled	60
	Exits	34
	PH Exit	21
	Non PH Exits	13
	Housed who exited to PH	0

SPA	Interim Housing Metric	Q1
5	Active	114
	Active with Move-in Date	0
	Average time from enrollment to housed	0
	Newly Enrolled	35
	Exits	42
	PH Exit	15
	Non PH Exits	27
	Housed who exited to PH	0
6	Active	986
	Active with Move-in Date	0
	Average time from enrollment to housed	0
	Newly Enrolled	220
	Exits	195
	PH Exit	24
	Non PH Exits	171
	Housed who exited to PH	0
7	Active	101
	Active with Move-in Date	1
	Average time from enrollment to housed	19
	Newly Enrolled	37
	Exits	23
	PH Exit	5
	Non PH Exits	19
	Housed who exited to PH	0
8	Active	152
	Active with Move-in Date	1
	Average time from enrollment to housed	86
	Newly Enrolled	94
	Exits	37
	PH Exit	21
	Non PH Exits	16
	Housed who exited to PH	1

Rapid Re-Housing Summary

FY 2018-19	Q1
Number of Active Families	3,029
Number of Families Newly Enrolled	526
Number of Exits	469
Number Exited to PH	247
Number Exited to non-PH destination	235
Percentage Exited to PH	53%

Family Income from Entry to Exit

	Median	**Average**
At Entry	$852	$1,131
At Exit	$980	$1,259

(10% increase)

Number of Families Who are Active vs. Active and Housed by Quarter* (non-cumulative)

	FY 2018-19				FY 2019-20	Trendline
	Q1	Q2	Q3	Q4	Q1	
Active	2,926	3,335	3,474	3,193	3,029	
Active and Housed	291	383	331	257	213	

Number of Families Newly Enrolled by Quarter*

	FY 2018-19				FY 2019-20	Trendline
	Q1	Q2	Q3	Q4	Q1	
Newly Enrolled	725	784	606	457	526	

Number of Families Exited versus Exited to Permanent Housing (PH) by Quarter*

	2018-19				FY 2019-20	
	Q1	Q2	Q3	Q4	Q1	Trendline
Exited	352	437	725	649	469	
Exited to PH	194	238	306	377	247	
Percentage Exited to PH	55%	54%	42%	58%	53%	

*Non-cumulative

Rapid Rehousing by SPA: FY 2019- Q1

SPA	Rapid Re-housing Metric	Q1
1	Active	142
	Active with Move-in date	25
	Average time from enrollment to housed	50
	Newly Enrolled	51
	Exits	42
	PH Exit	33
	Non PH Exits	10
	Housed who exited to PH	7
2	Active	853
	Active with Move-in date	26
	Average time from enrollment to housed	352
	Newly Enrolled	186
	Exits	71
	PH Exit	33
	Non PH Exits	39
	Housed who exited to PH	7
3	Active	210
	Active with Move-in date	21
	Average time from enrollment to housed	276
	Newly Enrolled	51
	Exits	49
	PH Exit	23
	Non PH Exits	29
	Housed who exited to PH	10
4	Active	398
	Active with Move-in date	27
	Average time from enrollment to housed	144
	Newly Enrolled	93
	Exits	25
	PH Exit	12
	Non PH Exits	14
	Housed who exited to PH	2

SPA	Rapid Re-housing Metric	Q1
5	Active	259
	Active with Move-in date	21
	Average time from enrollment to housed	335
	Newly Enrolled	22
	Exits	19
	PH Exit	13
	Non PH Exits	6
	Housed who exited to PH	1
6	Active	535
	Active with Move-in date	29
	Average time from enrollment to housed	459
	Newly Enrolled	10
	Exits	177
	PH Exit	79
	Non PH Exits	103
	Housed who exited to PH	10
7	Active	364
	Active with Move-in date	25
	Average time from enrollment to housed	112
	Newly Enrolled	63
	Exits	50
	PH Exit	28
	Non PH Exits	23
	Housed who exited to PH	6
8	Active	268
	Active with Move-in date	39
	Average time from enrollment to housed	91
	Newly Enrolled	50
	Exits	36
	PH Exit	26
	Non PH Exits	11
	Housed who exited to PH	7

County of Los Angeles
CHIEF EXECUTIVE OFFICE

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500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
http://ceo.lacounty.gov

SACHI A. HAMAI
Chief Executive Officer

August 21, 2020

Board of Supervisors
HILDA L. SOLIS
First District

MARK RIDLEY-THOMAS
Second District

SHEILA KUEHL
Third District

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

To: Supervisor Kathryn Barger, Chair
   Supervisor Hilda L. Solis
   Supervisor Mark Ridley-Thomas
   Supervisor Sheila Kuehl
   Supervisor Janice Hahn

From: Sachi A. Hamai
   Chief Executive Officer

ENHANCING THE COORDINATED ENTRY SYSTEM (CES) FOR HOMELESS FAMILIES (ITEM NO. 12, AGENDA OF DECEMBER 18, 2018)

On December 18, 2018, the Board of Supervisors (Board) directed the Chief Executive Office (CEO) to work with the Los Angeles Homeless Services Authority (LAHSA), the Los Angeles County Development Authority (LACDA), and the Departments of Public Social Services (DPSS), Health Services (DHS), Mental Health (DMH), Public Health (DPH), and Children and Family Services (DCFS), in consultation with the Executive Directors of the CES for Families (CESF) lead agencies, to report back on various aspects impacting the functioning of the CESF.

This is the fifth interim report and provides an update on the various efforts underway to enhance the CESF, as detailed in prior reports (Attachment I). In the March 3, 2020 update, we reported on the progress and impacts of the FY 2020-21 system improvements. Specifically, we noted that the expansion of problem-solving and site-based shelter were in early implementation stages and had not yet begun to reduce system costs, while at the same time, a high volume of families continued to seek ongoing services. As such, we identified the need to refine earlier recommendations and develop additional strategies.

Update on CESF Initiatives

Attachment II builds on previous recommendations and identifies new strategies recommended by the LAHSA to enhance the CESF. These recommendations seek to support the following goals:

"To Enrich Lives Through Effective And Caring Service"

- Reducing the number of families falling into homelessness by utilizing homeless services system resources, upstream economic supports, and mainstream safety net systems to stabilize vulnerable households.
- Increasing movement through CESF and into permanent housing by efficiently connecting families experiencing homelessness to resources and moving them through the system.
- Decreasing CESF costs by prioritizing the motel cost-sharing policy and increasing congregate interim housing options to reduce costs and generally minimizing costly interventions.

The LAHSA recommendations also consider newly-learned best practices and recommendations around managing and preventing the spread of infectious diseases, such as COVID-19.

<u>Update on Previously Identified CESF System Improvements</u>

Attachments III and IV provide a summary of system improvements within the CESF. Notable is the implementation of motel cost-sharing countywide and the expansion of congregate shelter for families.

<u>Fiscal Year 2020-21 Funding</u>

The CEO, LAHSA and other key partners are continuing to analyze FY 2020-21 funding needs for the homeless services system. Leadership within the Homeless Services Delivery System (Homeless Initiative, LAHSA, Homeless Services Providers) are participating in ongoing dialogue at the State and Federal level to evaluate and advocate for funding for the County's homeless services system. Unfortunately, the COVID-19 pandemic rapidly evolved into an unprecedented global health crisis and spurred a severe economic downturn. The fallout has resulted in significant decreases in several key revenue sources, including Measure H. Due to uncertainty involving the duration of this emergency and the uncertainty around available funding, the CEO and LAHSA will continue to collaborate to finalize the funding plan for FY 2020-21, which will be included as part of the Measure H funding recommendations to be submitted for Board consideration on September 15, 2020.

The CEO and LAHSA will also work closely with County departments to identify solutions that may be needed to address inflow to the homeless services system as a result of the crisis.

CESF Dashboard

Attachment V provides the CESF Data Report for the 2nd quarter of Fiscal Year 2019-20. Due to the unprecedented response required for COVID-19, LAHSA has suspended data reports for the 3rd quarter of FY 2019-20. As such, data reports for FY 2019-20, Quarters 3 and 4 will be provided in the next update to the Board.

Next Steps

The CEO and LAHSA will report back by November 20, 2020, with updates on the CESF, including additional analysis on system improvements and the CESF budget.

If you have any questions, please contact Phil Ansell, Homeless Initiative Director, at (213) 974-1752 or at pansell@ceo.lacounty.gov.

SAH:FAD:TJM
PA:JR:LC:tv

Attachments

c: Executive Office, Board of Supervisors
        County Counsel
        Children and Family Services
        Health Services
        Los Angeles Community Development Authority
        Mental Health
        Public Health
        Public Social Services
        Los Angeles Homeless Services Authority

12/18/2018 Board Motion
Enhancing the Coordinated Entry System for Families (CESF)
Summary of Prior Reports

February 20, 2019 - The Chief Executive Office (CEO) provided the Board with an interim report on the establishment of a workgroup of County partners (Workgroup) identified in the Board Motion, an overview of the work plan and contents of the forthcoming report on the CESF, and preliminary recommendations for addressing urgent system gaps.

June 3, 2019 - The CEO, in collaboration with the Los Angeles Homeless Services Authority (LAHSA), the Los Angeles County Development Authority (LACDA), and the Departments of Public Social Services (DPSS), Health Services (DHS), Mental Health (DMH), Public Health (DPH), and Children and Family Services (DCFS), submitted a report titled "Enhancing the Coordinated Entry System for Families (CESF)**."** The report identified the challenges with over-enrollment in the CESF and its impacts on program caseloads and program results. Additionally, the report recommended several system improvements, policy solutions, and funding options intended to address challenges with participant flow into and out of the CESF.

September 9, 2019 - The CEO and LAHSA provided funding options for the Board's consideration, along with a recommendation to increase one-time CESF funding. This one-time infusion was intended to create the opportunity to test strategies that could reduce costs and increase system throughput.

March 3, 2020 – The CEO and LAHSA reported on the progress and impacts of the Fiscal Year 2020-21 system improvements. The report highlighted that the expansion of problem-solving and site-based shelter was in early implementation stages and had not yet begun to reduce system costs, while at the same time, a high volume of families was continuing to seek ongoing services.

**ADDITIONAL RECOMMENDATIONS FROM THE
LOS ANGELES HOMELESS SERVICES AUTHORITY (LAHSA)
TO ENHANCE THE COORDINATED ENTRY SYSTEM FOR FAMILIES**

Based on system assessment, review of outcomes from earlier strategies, and findings from the Coordinated Entry System for Families (CESF) Refinement Workshops, the Los Angeles Homeless Services Authority recommends the following to further enhance the functioning of the CESF. These recommendations seek to: a) reduce the number of families who enter the system; b) increase movement into permanent housing; and c) decrease system costs.

1.   **System Access and Referrals** – Understand and enhance data on CESF and other support systems. Expanding data collection on families entering the homeless services system, including which other mainstream resources and systems families have previously accessed, will provide an avenue to identify service gaps and opportunities. This may contribute towards a reduction in the number of families entering CESF, and a subsequent decrease in system cost. The next step to implement this recommendation is to:

   1.1   Amend the CESF screening tool to allow for more detailed tracking.
   - The CESF Screening Tool currently tracks referring agencies. It can be expanded to track the specific program in which a participant was most recently enrolled.
   - Analyzing this data would provide a better understanding of the efficacy of upstream interventions, allowing for better alignment of problem-solving efforts between CES and mainstream resources, such as those from the Department of Public Social Services (DPSS).

2.   **Prevention** - Support strategies that curb evictions. The County has recently taken strong actions to protect tenants before and during the COVID-19 health emergency. LAHSA will continue advocacy around actions to further protect tenants; and, thereby reduce the number of families falling into homelessness. Advocacy to State and local cities will focus on:

   2.1   Enacting a full eviction moratorium for the duration of the COVID-19 health emergency.
   - The moratorium should eliminate documentation requirements around non-payment of rent due to COVID-19 and should prohibit evictions unless there is an immediate health and safety threat.

   2.2   Prohibiting evictions of families, once the health emergency period is lifted, resulting from non-payment of rent during the COVID-19 emergency period.
   - Instead, unpaid rent accumulated during the COVID-19 emergency can be converted into consumer debt.

   2.3   Collaborate with the County's Eviction Defense Program to explore additional opportunities to prevent family evictions after the health emergency is lifted.

2.4 Enactment of strong "just cause" eviction protections for families in all areas of the County, including cities.

AB 1482, the Tenant Protection Act of 2019, was signed by Governor Newson October 8, 2019 and includes the following statewide provisions that took effect January 1, 2020:

1. Limits rent-gouging across California by placing an upper limit on annual rent increases of 5% plus inflation. This cap applies retroactively to all rent increases occurring on or after March 15, 2019.
2. Prevents landlords from evicting tenants who have occupied the unit for a least one year without "just cause". Providing "just cause" means a landlord needs to list one of several specific reasons why they want to evict a tenant, such as failure to pay rent on time or doing something unlawful from the rental unit like dealing drugs.

Both the rent cap and "just cause" provisions are subject to exemptions including, among others: housing built in the past 15 years, and single-family residences unless owned by a real estate trust or a corporation. AB 1482 sunsets after ten years and does not preempt any stricter local rent control or just cause ordinances.

- A "just cause" eviction ordinance stronger than AB 1482 was adopted by the Board for the unincorporated areas of the County in mid-2019. However, many jurisdictions throughout LA County do not have strong eviction policies. LAHSA recommends working with local jurisdictions to explore opportunities to create or strengthen evictions ordinances so that the eviction standards in AB 1482 serve as a baseline for jurisdictions, with the goal of encouraging local jurisdictions to expand the eviction protections to all units and not include a sunset date, similar to County's ordinance.

3. **Problem-Solving/Diversion -** Keep families from falling into homelessness. To slow inflow into homelessness, to the extent possible, enhance the capacity of County departments to engage in problem-solving methods.

3.1 Continue collaborative efforts to increase coordination between the CESF problem-solving efforts and the Homeless Case Managers (HCMs) at DPSS District Offices and Family Solution Centers (FSCs).
- Refine integration efforts to ensure ongoing collaboration between DPSS HCMs and FSC staff, as they identify mainstream and FSC problem-solving resources to prevent/resolve a family's homelessness. For example, HCM and FSC staff can work together to start problem-solving with families prior to expiration of DPSS interim housing resources.

4. **System Capacity and Coordination** - To increase system throughput, continue to strengthen County, funder, and provider coordination and increase permanent housing capacity.

4.1   Continue collaboration between DPSS and LAHSA to identify additional ways CalWORKs housing resources can be aligned with the CESF to resolve homelessness more effectively for families, including an assessment of opportunities to maximize use of CalWORKs interim/crisis/permanent housing funding to free up and expand resources for permanent interventions.

- As of January 2020, the State CalWORKs Temporary Homeless Assistance (Temp HA) Program allows for families to use Temp HA to stay with friends or family for up to 16 days. Through the State CalWORKs Permanent Homeless Assistance Program, a family could also now utilize these resources to permanently stay with family or friends.

4.2   Explore opportunities to expand the DPSS CalWORKs Homeless Assistance Pilot. In this Pilot, the DPSS HCM, co-located at the FSC, supports families in their application for Temporary Homeless Assistance.

- Continue collaboration between LAHSA and DPSS to determine other DPSS housing programs, including prevention and permanent housing supports, for which the co-located HCM could help families apply while on-site at the FSC.

4.3   Using lessons from Project Roomkey, improve coordination of county resources for CES case management services for families in interim housing, with special focus on families in motels. Further leverage the services currently co-located at the FSC through partnering agencies, such as the Departments of Health Services, Mental Health, DPSS, LACOE/LAUSD, as well as, non-profit agencies that deliver co-located services, such as, childcare and employment resources.

- Identify solutions to resolve barriers to accessing services and expand the provision of services at non-traditional sites, such as motels, during non-traditional hours.

5. **Housing Stability and Retention** - Keep families housed. To increase throughput, the homeless services delivery system needs flexibility in interventions to help individuals seeking housing stability.

5.1   Explore the use of Shallow Subsidy as a stand-alone intervention for participants across the homeless services delivery system.

- Currently, families are only eligible for Shallow Subsidy if they are enrolled in Rapid Re-housing (RRH). This recommendation proposes the use of the subsidy as an intervention which can be used beyond RRH.
- To shift this use, the following will need to be considered: available funding, the duration of the subsidy, and ultimately, data on how successful this intervention is at promoting housing stability and retention amongst a wider group.

6. **Interim Housing** - Decrease motel costs. To reduce interim housing costs, the system must move away from its reliance on motels as long-term interim housing and ensure that, if necessary, motels are used only for short-term stays.

6.1   Advocate to create an exemption in the State building code to allow hotels/motels to maintain its site use designation when an occupant is staying for 30 days or

beyond, as part of a government-funded interim housing program. This will enable the service providers to negotiate lower rates.

6.2   Establish motel/hotel master leasing - Master leasing of motels/hotels will allow the homeless services delivery system to more rapidly meet the need for site-based interim housing facilities for families.
- These facilities can be operated by homeless services providers, but with technical assistance support, homeless services providers can develop their capacity to manage the asset. Holding of the lease can later be transferred to a provider, where feasible.

6.3   Engage with the Department of Regional Planning around the feasibility of conducting a review of Motel Conversion Ordinances across the County and provide recommendations for ordinance amendments, as identified to facilitate the creation of interim housing

6.4   Develop a two-year shelter plan to replace the use of motels with interim housing.

7.   **Permanent Housing** - Keep families out of homelessness and re-house those who need it. Increasing permanent housing resources will both reduce inflow into the CESF and will allow more families to successfully transition from homelessness into permanent housing.

7.1   Ensure that a diverse portfolio of government or commercial properties are acquired and/or rehabilitated so that a subset of properties could be designated for use by families and include multi-bedroom units to meet the need of larger families.

**COORDINATED ENTRY SYSTEM FOR FAMILIES (CESF)
SYSTEM IMPROVEMENTS SUMMARY**

The following actions to address system capacity needs in the CESF are in progress and are being scaled further across the system during FY 2020-21.

Systemwide Implementation of Motel Cost Sharing Families in motels will pay a share of their income toward the cost after a brief period in the motel. A detailed update on the status of systemwide implementation of Motel Cost Sharing is included in Attachment IV.	Service Planning Area (SPA) 2 began piloting this cost sharing program in the last quarter of Fiscal Year (FY) 2018-19. The SPA 2 pilot was intended to generate cost savings as a result of families who found alternative options and exited the motel and a reduction in the average cost to the system. In partnership with the lead CESF agencies, LAHSA completed the procedures for systemwide expansion of cost sharing, which began in February 2020. SPAs 1, 3, and 7 have fully implemented and SPA 5 is phasing in implementation. SPA 2 paused the program in March 2020 due to COVID-19 barriers and intends to restart depending on City stay at home guidelines. SPA 4 started implementation in June 2020, and SPA 6 has targeted August 2020 for implementation. To date, a total of 477 families have participated in motel cost-sharing, with half (234) from SPA 2.
Development of Family Congregate Interim Housing Offering congregate housing as the first option when families enter the system in one or more SPAs.	LAHSA is working closely with providers and Los Angeles City/County leadership to identify potential sites and budgets for congregate shelter. In SPA 4, LAHSA anticipates a total 26 units of family congregate interim housing, and 73 units with shared restrooms. These units will commence operations during FY 2020-21.
Implementation of Problem-Solving Specialists in CESF lead agencies Each CESF lead agency was funded to have a full-time Problem-Solving Specialist in Fiscal Year (FY) 2019-20, which will increase CESF capacity to divert more families from the system.	Problem-Solving Specialists continue to be in place across nearly all FSCs. Several hundred families were served from July – December 2019. Families are continuing to be diverted from the homeless services delivery system; however, data from January – July 2020 is not currently available, but will be reported in the next update. Between July 2019 and January 2020, LAHSA Problem-Solving training sessions were provided to 487 service provider staff from

	across the County, some of whom work with families. Additional training sessions are being scheduled and are anticipated to reach an additional 200 service provider and partnering agency staff.
Reducing reliance on costly motels and expanding site-based interim housing to serve families A total of 71 site-based shelter units were targeted to be added in FY 2019-20 to meet the demand for family interim housing and reduce the number of families in motels.	LAHSA exceeded its target by adding a total of 78 site-based shelter units in FY 2019-20 to meet the demand for family interim housing.

Other system initiatives that will be implemented, or are currently underway, and that are projected to reduce costs in FY 2020-21 include:

- Centralized Administration of LAHSA-Funded Motels: LAHSA released a Request for Information (RFI) in January 2020 to inventory the motels countywide to be included in the centrally administered motel system. LAHSA also convened providers in January 2020 to determine how LAHSA would work with them to efficiently access motels, including master leasing. LAHSA is working to finalize a plan with input from providers to operationalize how LAHSA can effectively centralize the vouchers.

- Shallow Subsidy: This program began serving qualified families in FY 2019-20 and serves as a "tail" to rapid rehousing (RRH) for families whose only barrier to exiting RRH is inability to pay the full rent. In this program, a modest rent subsidy is provided to bridge the gap between what the family is able to pay and the full rent. As of the end of December 2019, more than 200 individuals and families participated in the Shallow Subsidy Program. While the main benefit from families participating in Shallow Subsidy is to increase exits from RRH, which creates more efficient flow through the system, cost savings may also be achieved when the rental assistance being provided to the family at exit from RRH is higher than the shallow rental subsidy.

Motel Cost-Sharing Systemwide Expansion:
July 2020 Progress Update
Prepared by the Los Angeles Homeless Services Authority (LAHSA)

In June 2019, the Enhancing the Coordinated Entry System for Families (CESF) Report set forth recommendations for system improvement to address interim housing capacity, services quality improvement, and system costs control. One of these system improvement recommendations, Motel Cost-Sharing, was launched systemwide in February of 2020. Motel Cost-Sharing is a policy for interim housing participants whereby families that reside in motels subsidized by CESF contribute 30% of their income toward their motel stay upon their 90th day of stay[1]. The intention of Motel Cost-Sharing is to incentivize families to transition into permanent housing, site-based interim housing and/or to support problem-solving.

Currently, Service Planning Areas (SPAs) 1, 3, & 7 have fully implemented Motel Cost-Sharing. SPA 2, which launched the initial pilot of Motel Cost-Sharing, has placed Motel Cost-Sharing on hold due to COVID-19 but intends to relaunch as soon as feasible. Other SPAs are in varying stages of implementation or had adequate shelter capacity to not require utilization of motels beyond 90 days. Detailed updates on implementation across each SPA are below.

Progress updates by SPA:

SPA 1

Valley Oasis (AVDVC) implemented Motel Cost-Sharing starting in February 2020 and has fully implemented the policy as of May 2020. AVDVC continues to provide services through COVID-19 and reports no challenges in implementation currently. AVDVC indicates success in policy utilization to transition families from motels to reunification with family or friends, or other permanent housing solutions.

SPA 2

Los Angeles Family Housing (LAFH) piloted Motel Cost-Sharing from May 2019 through January 2020 and played an instrumental part in assisting LAHSA in operationalizing the systemwide implementation of Motel-Cost Sharing. LAFH continued utilizing Motel Cost-Sharing until March 2020, when collection of the cost-sharing payments was placed on hold across all participants due to challenges around COVID-19. This decision was based on the high volume of families served and systemwide efforts to reduce the risk of spread of COVID-19 across multiple sites, as site transfers has been one strategy used in the Motel Cost-Sharing Program, in addition to problem-solving. In addition, many participants experienced reduced income and several SPA 2 motels did not provided Wi-Fi access, making it a challenge to gather/track income information from participants.

LAFH plans to re-start Motel Cost-Sharing by the end of August 2020, depending on Los Angeles City guidelines related to the stay-at-home order.

SPA 3

Union Station Homeless Services (USHS) implemented Motel Cost-Sharing starting in February 2020 and fully implemented as of May 2020. A reported success for USHS is a prioritization of case manager-family housing conversations early-on in service and housing planning. USHS also reports that the

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[1] Families must have a minimum income of $350 monthly to participate

documentation process for Motel Cost-Sharing has added an administrative burden to staff, which decreases time allotted for case management services.

SPA 4

People Assisting The Homeless (PATH) implemented Motel Cost-Sharing in June of 2020, utilizing a phased approach. PATH first applied Motel Cost-Sharing for families who had been in motels for 12 months. PATH plans to apply Motel Cost-Sharing for families who have been in motels for six months beginning August 2020 and for families who have been in motels for 90 days by September 2020. PATH reported experiencing and resolving challenges in staff capacity and difficulty in obtaining documentation for income.

SPA 5

St. Joseph Center (SJC) began Motel Cost-Sharing in March 2020 and continues to phase in implementation, with a brief slow-down due to challenges around COVID-19 social distancing guidelines. SJC reports adjusting to COVID-19 social distancing guidelines with the support of motel vendors; however, SJC continues to experience challenges with some participants. SJC reports observed effectiveness of Motel Cost-Sharing in incentivizing some participants to move on from motels, but not all participants.

SPA 6

Homeless Outreach Program Integrated Care System (HOPICS) was delayed in implementing Motel Cost-Sharing due to COVID-19 and reports that they are targeting implementation to begin in September 2020.

SPA 7

The Whole Child (TWC) has implemented Motel Cost-Sharing across all participants. TWC has continued cost-sharing during COVID-19 with a few exceptions for families due to COVID-19 impact. TWC reports experiencing no challenges in its ongoing operation of Motel Cost-Sharing and has observed its effectiveness in incentivizing families to actively participate in their housing search.

SPA 8

Harbor Interfaith Services (HIS) has not implemented Motel Cost-Sharing because they report that they do not have any families who exceed 90 days of stay in motels/hotels. Data on motel utilizations for SPA 8 is currently being reviewed by LAHSA as part of the analysis of motel cost-sharing.

Data Tracking:

LAHSA has developed and launched data fields in Homeless Management Information System (HMIS) for Motel Cost-Sharing tracking participant eligibility and cost share information. LAHSA will be analyzing data for participants who have been identified by Family Solution Centers for participation as indicated in the table below.

Relevant Data Points	
Participation	• Number of households eligible to participate • Number of households who do not participate • Length of stay in the motel

Reasons for exiting out of Motel Cost Sharing	• Number of households placed into permanent housing through Rapid Re-housing or another program • Number of households in alternative housing solutions through Problem-Solving • The number of households returned to homelessness at Months 1, 3 and 6
Cost savings	• The average household cost sharing • contribution amounts • Systemwide savings of the program

Next Steps:

LAHSA is continuing to assess implementation issues related to Motel Cost-Sharing, including impact if alternate funding sources were leveraged to support family interim housing in FY 2020-21. In addition to Motel Cost-Sharing, LAHSA is also examining other opportunities to address motel cost and supports for families in motels including additional program guidance and motel centralization, another system improvement strategy which is intended to reduce system costs.

COORDINATED ENTRY SYSTEM FOR FAMILIES

Quarter 2 Data Report

October 1, 2019 - December 31, 2019

Assessments: FY 2019-20, Quarter 2 Coordinated Entry System for Families (CESF) Data Report

Number Families Assessed* During FY 2019-20 (based on Latest Assessments)

FY2019-20	Q1	Q2
Assessments Completed	1,037	1,888
Assessed and Enrolled	819	729

Assessments by Acuity*

Acuity Score Range	% of Assessments within Range	Number of Assessments
9-22	40.04%	756
7-8	24.15%	456
4-6	30.35%	573
0-3	5.46%	103

Number of Assessments Completed by SPA and Quarter**

SPA	FY 2019-2020	
	Q1	Q2
1	161	99
2	172	136
3	75	94
4	105	106
5	31	22
6	272	219
7	55	68
8	171	114

*Based on most current CES Assessment conducted

** Non-cumulative across quarters

Housing Program Summary: FY 2019-2020 Quarter 2 CESF Data Report

FY 2019-20	Q1	Q2
Number of Unduplicated Families Served	1,437	1,225

Number of Active Families by Program

FY 2019-2020	Q1	Q2
Prevention	459	541
Interim Housing	2,410	2,514
Rapid Re-housing	3,036	2,995

Note: A family can be in multiple programs

Family Size and Income for All Programs

	Average Size	Median Income (at entry)	Average Income (at entry)
Family	4	$800	$1,077

Families Served by all Program Components*

	FY 2018-2019				FY 2019-2020		
	Q1	Q2	Q3	Q4	Q1	Q2	Trendline**
Number of Families	1,692	3,243	4,548	5,067	1,437	2,520	

Note: A family can be in multiple programs

* Unduplicated in each program and cumulative across quarters. Families served by all programs means that these Families had an exit date while Active Families are families who do not have an exit date OR did have an exit date. Therefore, the group is much larger in "Active Families by program;"

**Data plotting begins with FY 2018-19, Q1 and plots all subsequent quartly data.

Note: A distinct count of families by program yields a higher number than a distinct count of families by quarter because families are distinct in each program. In other words, a family enrolled in two programs is unique in EACH program.

Prevention Services Summary: FY 2019-2020 Quarter 2 CESF Data Report

Number of Families Served*

FY2019-2020	Q2
# of Active Families	541
# of Families Newly Enrolled	177

Number of Families Served**

	FY 2018-2019				FY 2019-2020		
	Q1	Q2	Q3	Q4	Q1	Q2	Trendline ***
# of Active Families	753	832	628	471	459	541	
# of Families Newly Enrolled	294	195	137	78	187	177	

Number of Families Exited versus Exited to Permanent Housing (PH)*

FY 2019-2020	Q2
Number of Exits	78
Number Remained in Permanent Housing Upon Exit or Exited to another Permanent Housing Destination	71
Percentage who remained in PH Upon Exit or Exited to another PH Destination	91%
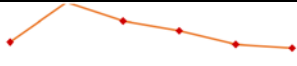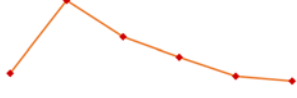
*Unduplicated

**Unduplicated and non-cumulative across quarters.

***Data plotting begins with FY 2018-19, Q1 and plots all subsequent quartly data.

Prevention Services Summary: FY 2019-2020 Quarter 2 CESF Data Report

Number of Families Exited versus Exited to PH

	FY 2018-2019				FY 2019-2020		Trendline
	Q1	Q2	Q3	Q4	Q1	Q2	
Exited	113	350	238	180	98	78	
Number Who Remained in PH Upon Exit or Exited to another PH Destination	96	329	212	147	87	71	
Percent Who Remained in PH Upon Exit or Exited to another PH Destination	85%	94%	89%	82%	89%	91%	

Prevention Services by SPA: FY 2019-2020 Quarter 2 CESF Data Report

SPA	Prevention Metric	Q1	Q2	SPA	Prevention Metric	Q1	Q2
1	Active	30	22	6	Active	122	139
	Newly Enrolled	26	3		Newly Enrolled	51	43
	Exits	11	17		Exits	27	25
	PH Exit	11	17		PH Exit	16	23
	Non PH Exits	0	0		Non PH Exits	12	2
	Housed who exited to PH	0	0		Housed who exited to PH	3	1
2	Active	69	74	7	Active	71	107
	Newly Enrolled	40	16		Newly Enrolled	21	46
	Exits	11	9		Exits	11	6
	PH Exit	11	7		PH Exit	11	6
	Non PH Exits	0	2		Non PH Exits	0	0
	Housed who exited to PH	0	0		Housed who exited to PH	0	0
3	Active	4	17	8	Active	65	63
	Newly Enrolled	1	16		Newly Enrolled	26	19
	Exits	3	0		Exits	21	14
	PH Exit	3	0		PH Exit	21	14
	Non PH Exits	0	0		Non PH Exits	0	0
	Housed who exited to PH	0	0		Housed who exited to PH	0	0
4	Active	75	94				
	Newly Enrolled	18	30				
	Exits	12	4				
	PH Exit	12	1				
	Non PH Exits	0	3				
	Housed who exited to PH	0	0				
5	Active	23	25				
	Newly Enrolled	4	4				
	Exits	2	3				
	PH Exit	2	3				
	Non PH Exits	0	0				
	Housed who exited to PH	0	0				

Interim Housing Summary: FY 2019-2020 Quarter 2 CESF Data Report

Number of Families Served*

FY 2018-19	Q2
Active Families	2514
Newly Enrolled	578

Total Number of Families Served**

	FY 2018-2019				FY 2019-2020		
	Q1	Q2	Q3	Q4	Q1	Q2	Trendline***
Active Families	1691	1913	2055	2159	2410	2514	
Newly Enrolled	673	628	649	609	816	578	

Total Number of Families Exited versus Exited to Permanent Housing (PH)

FY2019-20	Q2
Number of Exits	367
Number Exited to PH	137
Percentage Exited to PH	37%

Number of Families Exited versus Exited to Permanent Housing (PH)**

	FY 2018-2019				FY 2019-20		
	Q1	Q2	Q3	Q4	Q1	Q2	Trendline***
Exited	398	491	493	561	494	367	
Exited to PH	173	230	199	170	150	137	
% Exited to PH	43%	47%	40%	30%	30%	37%	

*Unduplicated

**Non-cumulative across quarters

*** Data plotting begins with FY 2018-2019, Q1 data and plots all subsequent quarterly data

Interim Housing by SPA: FY 2019-2020 Quarter 2 CESF Data Report

SPA	Interim Housing Metric	Q1	Q2	SPA	Interim Housing Metric	Q1	Q2
1	Active	157	129	6	Active	1083	1157
	Newly Enrolled	60	22		Newly Enrolled	268	263
	Exits	46	37		Exits	219	123
	PH Exit	25	28		PH Exit	40	35
	Non PH Exits	22	9		Non PH Exits	180	91
	Housed who exited to PH	0	4		Housed who exited to PH	0	0
2	Active	545	581	7	Active	78	72
	Newly Enrolled	182	109		Newly Enrolled	19	19
	Exits	72	40		Exits	26	15
	PH Exit	18	17		PH Exit	6	2
	Non PH Exits	54	25		Non PH Exits	21	13
	Housed who exited to PH	0	0		Housed who exited to PH	0	0
3	Active	23	25	8	Active	165	193
	Newly Enrolled	6	4		Newly Enrolled	116	65
	Exits	2	6		Exits	35	68
	PH Exit	0	2		PH Exit	19	21
	Non PH Exits	2	4		Non PH Exits	16	48
	Housed who exited to PH	0	0		Housed who exited to PH	0	0
4	Active	231	259				
	Newly Enrolled	92	72				
	Exits	40	49				
	PH Exit	27	24				
	Non PH Exits	14	25				
	Housed who exited to PH	1	0				
5	Active	128	98				
	Newly Enrolled	73	24				
	Exits	54	29				
	PH Exit	15	8				
	Non PH Exits	39	22				
	Housed who exited to PH	0	0				

Note: "Housed who exited to PH" refers to families who were enrolled into a permanent housing program and subsequently exited into a permanent housing destination

Rapid Re-Housing Summary: FY 2019-20 Quarter 2 CESF Data Report

Number of Families Served in Rapid Re-housing (RRH)

FY 2018-2019	Q2
Active Families	2995
Newly Enrolled	470
Number of Exits	336
Number Exited to PH	206
Number Exited to non-PH destinations	137
Percentage Exited to PH	61%

Income Changes of Families that Exited

	Median	Average
At Entry	$852	$1,150
At Exit	$1,028	$1,311

(10% increase)

Number of Families Who are Active versus Active and Housed*

	FY 2018-2019				FY 2019-2020		
	Q1	Q2	Q3	Q4	Q1	Q2	**Trendline***
Active**	2926	3335	3474	3193	3036	2995	
Active and Housed	291	383	331	257	238	221	

Number of Families Newly Enrolled*

	FY 2018-2019				FY 2019-2020		
	Q1	Q2	Q3	Q4	Q1	Q2	**Trendline***
Newly Enrolled	725	784	606	457	537	470	

Number of Families Exited vs. Exited to PH*

	FY 2018-2019				FY 2019-2020		
	Q1	Q2	Q3	Q4	Q1	Q2	**Trendline***
Exited	352	437	725	649	501	336	
Exited to PH	194	238	306	377	268	206	
% Exited to PH	55%	54%	42%	58%	53%	61%	

* Non-cumulative across quarters

** Families Who are Active are often enrolled in interim housing and working toward permanent housing goals.

*** Data plotting begins with FY 2018-19, Q1 and plots all subsequent quarterly data.

Note: # of Exits (latest): based on latest exit.

Rapid Re-Housing by SPA: FY 2019-20 Quarter 2 CESF Data Report

SPA	RRH Metric	Q1	Q2	SPA	RRH Metric	Q1	Q2
1	Active	142	115	**5**	Active	260	259
	Active with move in date	27	23		Active with move in date	21	5
	Average time from enrollment to housed	58	80		Average time from enrollment to housed	227	459
	Newly Enrolled	51	16		Newly Enrolled	23	17
	Exits	44	35		Exits	19	11
	PH Exit	36	33		PH Exit	13	9
	Non PH Exits	9	2		Non PH Exits	6	2
	Housed who exited to PH	7	5		Housed who exited to PH	1	0
2	Active	851	872	**6**	Active	534	395
	Active w/ move in Date	33	19		Active with move in date	31	10
	Average time from enrollment to housed	348	334		Average time from enrollment to housed	445	375
	Newly Enrolled	187	122		Newly Enrolled	10	31
	Exits	96	57		Exits	178	64
	PH Exit	45	25		PH Exit	80	38
	Non PH Exits	52	34		Non PH Exits	103	30
	Housed who exited to PH	12	9		Housed who exited to PH	9	1
3	Active	211	239	**7**	Active	360	375
	Active with move in date	21	25		Active with move in date	26	18
	Average time from enrollment to housed	276	259		Average time from enrollment to housed	146	159
	Newly Enrolled	52	78		Newly Enrolled	59	66
	Exits	50	38		Exits	51	56
	PH Exit	23	17		PH Exit	32	38
	Non PH Exits	30	21		Non PH Exits	20	19
	Housed who exited to PH	10	6		Housed who exited to PH	6	2
4	Active	395	451	**8**	Active	283	289
	Active with move in date	38	60		Active with move in date	41	61
	Average time from enrollment to housed	163	232		Average time from enrollment to housed	93	96
	Newly Enrolled	94	93		Newly Enrolled	61	47
	Exits	27	29		Exits	36	46
	PH Exit	13	13		PH Exit	26	33
	Non PH Exits	15	16		Non PH Exits	11	13
	Housed who exited to PH	2	4		Housed who exited to PH	7	1

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FESIA A. DAVENPORT
Chief Executive Officer

August 4, 2021

To: Supervisor Hilda L. Solis, Chair
     Supervisor Holly J. Mitchell
     Supervisor Sheila Kuehl
     Supervisor Janice Hahn
     Supervisor Kathryn Barger

From: Fesia A. Davenport
       Chief Executive Officer

ENHANCING THE COORDINATED ENTRY SYSTEM (CES) FOR HOMELESS FAMILIES (ITEM NO. 12, AGENDA OF DECEMBER 18, 2018)

On December 18, 2018, the Board of Supervisors (Board) directed the Chief Executive Office (CEO) to work with the Los Angeles Homeless Services Authority (LAHSA), the Los Angeles County Development Authority, and the Departments of Public Social Services (DPSS), Health Services (DHS), Mental Health, Public Health (DPH), and Children and Family Services, in consultation with the Executive Directors of the Coordinated Entry System for Families (CESF) lead agencies, to report back on various aspects impacting the functioning of the CESF.

This is the sixth and final report on the CESF. In the August 21, 2020 update, we provided a summary of additional initiatives that built on the recommendations included in prior reports, and which also expanded the system's collaboration and partnership with DPSS. This report provides an update on these ongoing efforts to enhance the CESF, identifies challenges encountered, and progress made to date. A summary of prior report updates is included in Attachment I.

Background

Since the last update, the CEO has been working closely with LAHSA to address the significant reduction in Fiscal Year (FY) 2020-21 funding for the CESF and how to sustain it in FY 2021-22 and beyond. The FY 2020-21 reduction was due to a combination of three factors: 1) an infusion of one-time funding in the CESF in FY 2019-20 with the expectation that various system enhancements would create cost savings that would be realized in FY 2020-21; 2) anticipated system enhancements were impacted by the COVID-19 pandemic and the cost savings were not realized; and 3) a reduction in the overall Measure H funding available in FY 2020-21 due to the economic downturn caused by the COVID-19 pandemic.

During the current fiscal year, there has been significant effort to identify funding solutions to bridge the gap for interim housing and to identify and implement several new programmatic changes to align the system's services to the reduced funding, maximize opportunities to leverage resources available to CalWORKs families through DPSS, and provide education and messaging to 211 LA and stakeholders about the CESF capacity challenges and how to support families experiencing homelessness through mainstream County services.

Fiscal Year 2020-21 Interim Housing Funding Gap Analysis, Funding Solutions, and CESF Programmatic Changes

LAHSA identified a projected gap of $8 million for motel vouchers in FY 2020-21 for the CESF. Although the use of Coronavirus Relief Funds (CRF) were authorized for family motel costs, the various restrictions on the use of the funding did not make CRF a viable source to fill the gap. Fortunately, because the County was able to leverage other funding sources for outreach, $5 million in Measure H was re-allocated from Homeless Initiative Strategy E6 to support the CESF, with funding distributed to all CESF Lead Agencies countywide in February 2021. Other funding solutions implemented to fill the Measure H funding gap included: 1) $4.2 million in one-time CalWORKs Single Allocation funding that CESF providers can utilize for Welfare-to-Work eligible families who have timed out of the current Housing Support Program; and 2) $2.5 million in State Homeless Emergency Aid Program funding.

One of the most significant program changes adopted by the CESF to address its increasing costs and address the motel funding gap was to limit motel stays for families enrolled for long periods. While the funding gap highlighted the need to immediately address this issue, lengths of stay in interim housing has been a longtime systemwide concern impacting system flow. As such, limiting motel stays was tested in Service Planning Areas (SPAs) 2 and 6, the areas most impacted by "over-enrollments" and where lead agencies were experiencing an urgent fiscal challenge to sustain families being served by the system. The first group of families determined to be "long stayers" were exited from interim housing to a supportive housing resource in January 2021. Additional details on outcomes for these families are included in the Appendix in Attachment II.

Beyond the above-identified funding and programmatic solutions, the following changes are being implemented or are targeted for implementation by July 2021:

- Apply lessons learned from CESF motel time limit implementation and case conferencing in SPAs 2 and 6 and scale both strategies for "long stayers" to SPAs 1, 4, and 5.
- Implement time limits for crisis housing at initial entry to the CESF.
- Offer alternative interim housing models to reduce system costs.
- Expand problem-solving as a primary intervention at entry to the CESF. As part of problem-solving, all available CESF and County mainstream resources (i.e., DPSS CalWORKs, childcare, mental health, etc.) will be explored and offered to stabilize the family.

- Maximize access to County mainstream resource such as CalWORKs Temporary Housing and Permanent Housing Assistance, available through DPSS, by educating CESF staff and other system stakeholders about how benefits can be utilized for shared housing, either with family or friends, or within the community.
- Monitor countywide implementation of protocol between DPSS and 211 LA, piloted in SPAs 2 and 6, for connecting families who receive an overnight voucher to the DPSS District office. The approach has resulted in positive impacts to system inflow in these SPAs.
- Maximize the Project Homekey site in SPA 6 for families and continue to explore opportunities to minimize reliance on motels for interim housing.
- Implement modifications to 211 LA and DPSS screening and referral processes to streamline/improve information gathered from families to strengthen problem-solving.
- Increase connections to shallow subsidy/lease up programs.
- Explore opportunities to increase site-based interim housing, particularly in SPAs with limited site-based interim housing.
- Work with providers to test and scale how CESF can be prioritized consistently for the most vulnerable families.
- Adapt rapid re-housing program models to be less costly and identify additional programmatic refinements needed for the system.
- Implement improved tracking/monitoring of motel resources within the Homeless Management Information System.

Update on CESF Initiatives and System Improvements

Attachment II provides an update on progress on the additional CESF Initiatives that build on previous report recommendations as included initially in the August 2020 report. In addition, the attachment includes an update on the progress of CESF system improvements that began in prior years and continue to be implemented in FY 2020-21.

DPSS and LAHSA Collaboration

DPSS and LAHSA have been working on several strategies to limit the inflow of CalWORKs families to the CESF, as well as to mitigate challenges with existing CESF interim housing capacity, by piloting and scaling new strategies to leverage DPSS Homeless Assistance and other DPSS resources. LAHSA and providers have observed positive impacts to the family system as a result of the initial pilots. In June 2021, DPSS expanded these strategies to the remaining SPAs to increase the leverage of DPSS resources prior to a family needing to access the CESF.

CESF COVID-19 Risk Assessment of Interim Housing Portfolio

In light of the COVID-19 pandemic, DHS and DPH enacted specialized COVID-Response Teams (CRTs) that were tasked with assessing all interim housing sites to provide recommendations for safe participant occupancy and health practices to decrease the likelihood of an outbreak within the facilities.

At family interim housing sites, the CRT recommended a focus on safety protocols, such as cleaning restrooms after each use, wearing masks at all times, recommending families cohort together based on their activity level, and following the Center for Disease Control and local public health guidelines.

CESF Dashboard

Attachment III provides the CESF Data Report for the 3rd and 4th quarters of FY 2019-20 and the 1st and 2nd quarters of FY 2020-21.

Next Steps

The CEO and LAHSA will continue to monitor the impact of program, policy, and funding solutions identified herein and continue to provide regular CESF updates as part of the Homeless Policy Deputies' briefings and Homeless Initiative Quarterly Reports.

Should you have any questions concerning this matter, please contact me or Cheri Todoroff, Interim Director of the Homeless Initiative, at (213) 974-1752 or ctodoroff@ceo.lacounty.gov

FAD:JMN:CT
JR:LC:ns

Attachments

c: Executive Office, Board of Supervisors
       County Counsel
       Children and Family Services
       Health Services
       Mental Health
       Public Health
       Public Social Services
       Los Angeles Community Development Authority
       Los Angeles Homeless Services Authority

**Enhancing the Coordinated Entry System for Families (CESF)
Summary of Prior Reports Responding to the
December 28, 2018 Board Motion**

February 20, 2019 - The Chief Executive Office (CEO) provided the Board with an interim report on the establishment of a workgroup of County partners (Workgroup) identified in the Board Motion, an overview of the work plan and contents of the forthcoming report on the CESF, and preliminary recommendations for addressing urgent system gaps.

June 3, 2019 - The CEO, in collaboration with the Los Angeles Homeless Services Authority (LAHSA), the Los Angeles County Development Authority (LACDA), and the Departments of Public Social Services (DPSS), Health Services (DHS), Mental Health (DMH), Public Health (DPH), and Children and Family Services (DCFS), submitted a report titled "Enhancing the Coordinated Entry System for Families (CESF)**."** The report identified the challenges with over-enrollment in the CESF and its impacts on program caseloads and program results. Additionally, the report recommended several system improvements, policy solutions, and funding options intended to address challenges with participant flow into and out of the CESF.

September 9, 2019 - The CEO and LAHSA provided funding options for the Board's consideration, along with a recommendation to increase one-time CESF funding. This one-time infusion was intended to create the opportunity to test strategies that could reduce costs and increase system throughput.

March 3, 2020 - The CEO and LAHSA reported on the progress and impacts of the Fiscal Year 2019-20 system improvements. The report highlighted that the expansion of problem-solving and site-based shelter was in early implementation stages and had not yet begun to reduce system costs, while at the same time, a high volume of families was continuing to seek ongoing services.

August 21, 2020 - The CEO and LAHSA provided an update on the various efforts underway to enhance the CESF, as well as, newly learned best practices and recommendations around managing and preventing the spread of infectious diseases, such as COVID-19.

COORDINATED ENTRY SYSTEM FOR FAMILIES (CESF)
SYSTEM IMPROVEMENTS SUMMARY

The following actions to address system capacity needs in the CESF are in progress and are being scaled further across the system during FY 2020-21 and are based on prior system assessment, outcome reviews, findings from the CESF Refinement Workshops, and response to the COVID-19 emergency.

Implementation of Problem-Solving Specialists in CESF lead agencies	Each CESF lead agency is funded to have a full-time Problem-Solving Specialist, which will increase CESF capacity to divert more families from the system. Problem-Solving Specialists are in place across all eight CESF lead agencies. The Los Angeles Homeless Services Authority (LAHSA) is continuing to provide technical assistance and training to additional staff, including access center staff and housing program case managers, to facilitate increased capacity of the CESF agencies to conduct problem-solving as families continue to be served. Problem-solving results are included in the Appendix at the end of this document.
Modification of 211 LA "after hours" referral protocol	In collaboration with the Chief Executive Office (CEO) and 211 LA, LAHSA and the Department of Public Social Service (DPSS) began testing a new strategy to redirect 211 LA referrals away from the CESF. This new process was intended to stem inflow of homeless families entering the homeless services delivery system by leveraging available DPSS benefits. This strategy was first tested in December 2020 in Service Planning Areas 2 and 6 on families who contacted 211 LA after hours and received a motel voucher. As of April 2021, a total of 118 families had been referred from 211 LA to DPSS. This pilot was expanded countywide to all SPAs starting June 1, 2021.
Continued collaborative efforts to increase coordination between the CESF problem-solving efforts and DPSS	To better support the Homeless Case Managers (HCMs) at DPSS District Offices and CESF, LAHSA will provide a two-day, eight-hour training on Motivational Interviewing/Trauma-Informed Care. This training is a core training for homeless system agencies available through LAHSA's Centralized Training Academy. Training will be provided in July 2021 for all DPSS HCMs and their supervisors. While this training will support better communication between HCMs and homeless families, the ability to fully expand problem-solving techniques to HCMs would have a more significant impact. Unfortunately, classification rules have proven a barrier to full implementation, as they prevent HCMs from conducting many of the important problem-solving activities. CEO, LAHSA, and DPSS are continuing to explore how this gap can be filled.

Identifying additional ways CalWORKs housing resources can be aligned with the CESF to resolve homelessness more effectively	DPSS has implemented and trained their staff on changes to the State CalWORKs Temporary Housing Assistance (THA) and the Permanent Housing Assistance (PHA) programs, which expanded opportunities for families to utilize their benefits to stay, either temporarily or permanently, with family or friends. DPSS has shared the policy changes with LAHSA and the CESF program managers. A flyer was distributed to partners systemwide. Additionally, in January 2021, a memo including the flyer was distributed to elected offices to communicate family system capacity and provide updated referral procedures for the system. This includes information on how families can access mainstream DPSS resources, prior to being referred to the CESF.
Explore opportunities to expand the DPSS CalWORKs Homeless Assistance Pilot and maximize function of collocated HCMs	Continue strengthening collaboration between LAHSA and DPSS to identify other DPSS programs, including prevention and permanent housing supports, that the co-located HCM can assist the client through the application process and also authorize/approve the benefit without the client having to go to a district office. Through this effort, DPSS has expanded its Homeless Assistance Pilot countywide. The pilot was established to test DPSS staff supporting CalWORKs CESF families by assisting them in the remote submission of applications for DPSS homeless benefits. Since implementation, DPSS has processed approximately 394 applications, with 91 percent of the applications being approved. As another approach to address system over-enrollments and reduced family system funding due to the pandemic, in January 2021, DPSS, LAHSA, and CESF providers in SPAs 2 and 6 piloted a case conferencing process. Through this process, CESF staff and DPSS HCMs work together to assess eligibility for available DPSS THA and PHA and other CESF resources for long-staying families in crisis housing. Each CESF targeted a group of families for case conferencing. Given the successful outcomes in SPAs 2 and 6, in which nearly all families were able to be connected to a resource to exit the program in 60 days, the process was scaled further to SPAs 1, 3, 4, and 5, which includes all of the SPAs with long-stayers during the period of February 2021 – May 2021. The Appendix to this document provides a summary of the results of this process.
Development of family congregate interim housing	Offering congregate housing as the first option when families enter the system will ensure that the most vulnerable families are accessing system resources. Below are highlights of recent openings of family congregate interim housing. SPA 4 • People Assisting the Homeless (PATH) implemented a 26-unit family program (Riverside), which opened in May 2021. The site offers shared bathrooms and kitchen. SPA 6 • The 15-unit family site (Figueroa) opened in April 2021 and is operated by Homeless Outreach Program Integrated Care System (HOPICS).

	• The 42-unit family Project Homekey site at Travel Plaza hotel opened in January 2021 and is operated by HOPICS. LAHSA's new Interim Housing Department will be working closely with the County, City, and service providers to develop a long-term vision and plan for interim housing systemwide, including family shelter. Building on the success of the initial Project Homekey site implemented in SPA 6, the CEO and LAHSA are continuing to collaborate to seek other opportunities to apply new federal/state funding to expand site-based shelter through leased motel sites or other properties. As of October 2020, fewer than 15 percent of the overall family interim housing units funded are congregate shelters. While site-based is a preferred option for interim housing, several challenges have been identified by providers in expanding congregate interim housing options. These include: • increased operational costs; • finding suitable properties; and • long ramp-up time to construct and implement sites. Providers who have innovated and tested the implementation of smaller shared housing sites have had trouble scaling this model at a cost under the current system reimbursement and building code restrictions. Unfortunately, limited system resources preclude the ability to increase reimbursement rates, so the main opportunity to expand congregate or site-based sites with current resources is through savings within the motel/hotel interim housing funding.
System-wide implementation of motel cost sharing	Motel cost-sharing (MCS) was initially piloted in SPA 2 in the last quarter of FY 2018-19 and expanded to SPAs 1, 3, 4, 5, and 7 by early FY 2020-21. With MCS, families in motels would pay a share of their income toward the motel cost after a brief period in the motel. The pilot was intended to generate cost savings for the system as a result of families who found alternative options and exited the motel. However, the MCS pilot was discontinued as a result of the pandemic and other concerns raised with this approach. As of now, there are no plans to resume the pilot.
Reduce motel costs and other barriers related to motels utilized as interim housing	To reduce interim housing costs, the system will explore opportunities to limit motel voucher costs, including master leasing, and addressing motel conversion ordinance barriers. Additionally, during the pandemic, LAHSA worked closely with the State to modify current State law to allow motel/hotel sites to maintain their interim housing site use designation when an occupant stays beyond 30 days as part of a publicly funded interim housing program. This resulted in the release of State guidance in August 2020, which clarified that people sheltering in motels as part of a publicly funded interim housing program does not gain tenancy rights.
Implementation of CESF Refinement Report recommendations	In 2019, LAHSA, CESF providers, and mainstream partners participated in workshops to identify challenges in the CESF and solutions to the challenges, including standardizing access processes, maximizing problem-solving/prevention, leveraging access to mainstream benefits, and developing prioritization and improved management of referrals to CESF

	housing interventions. In partnership with CESF lead agencies, LAHSA is refocusing on the implementation of recommendations identified through the CESF refinement process to address over-enrollments. This includes the following: • Established guidance and provided clear messaging for new families who enroll in interim housing (completed May 2021). • Provided guidance on reducing caseload sizes, based on data-driven decision-making, while ensuring no families are left without services (completed for inactive families April 2021). • Modified the system to prioritize housing resources including Rapid Re-housing (RRH) to highest need families. • Created enrollment slots for RRH and motel vouchers to better track enrollment and expenditures for the providers offering these programs (targeted for implementation in FY 2021-22). • LAHSA reviewed provider utilization of the housing inventory and implemented other improvements for the Lease Up Program, which provides RRH providers with housing location and access to a database of available housing units. • LAHSA drafted a system policy allowing for permanent housing transfers. This includes transfers from RRH programs to Permanent Supportive Housing programs. Providers have expressed the need to have a way to transfer families from one housing program to another when financial stability or other barriers to housing stability may exist. This policy will support family housing stability.
Housing stability and retention	Explore the use of shallow subsidies as a stand-alone intervention for participants across the homeless services delivery system. Currently, families are only eligible for shallow subsidies if they are enrolled in RRH. This recommendation proposes the use of the shallow subsidy as an intervention which can be used beyond RRH. In the Fall 2020, LAHSA implemented the Street 2 Subsidy program for newly homeless households who are on a fixed income and not enrolled in RRH. LAHSA and its contractor are currently educating homeless system providers, including Family Service Centers, about the eligibility criteria and the referral process. In terms of progress on referrals from RRH to the existing shallow subsidy program, a total of 441 families have been enrolled since the program was implemented in FY 2019-20. Increasing referrals would help the CESF achieve throughput and address over-enrollments in its RRH program.
Permanent housing	Increase permanent housing resources to both reduce inflow into the CESF and allow more families to successfully transition from homelessness into permanent housing. Strategies to support this include: • Ensure a portion of units are dedicated to families as new government or commercial properties are acquired and rehabilitated or as motels/hotels are converted. • Advocate for properties with multi-room units to accommodate families.

	• Support efforts that will prioritize developers who set aside 10 percent of units for persons experiencing homelessness under the State's Multi-Family Housing Program. • Support efforts to coordinate referrals into permanent housing with the CESF. • Support efforts to ensure a portion of new federal/State resources are allocated to permanent housing exits for families. • Continue to advocate for additional resources at the federal/State level to support permanent housing needed for the family system. • Continue to implement recovery housing funding through LACDA and other funding sources for permanent and bridge housing sites. • Continue to advocate for legislative efforts to create ongoing funding for housing and services for people experiencing homelessness.
System advocacy for eviction protection	Support strategies that curb evictions and continue advocacy around actions to further protect tenants to reduce the number of families falling into homelessness. These strategies include the following: • Support State efforts such as AB 15 and AB 1436 to strengthen eviction protections. • Continue to extend eviction protections for County residents, such as eviction moratoriums. • Utilize federal relief funding allocated through both the CARES Act and the stimulus bill passed in December 2020 to prevent homelessness by assisting tenants to pay rental debt and avoid evictions. • Continue to advocate for additional federal government relief funding that can be used to prevent evictions and homelessness. • Support implementation of SB 91. The State passed SB 91 in advance of the eviction moratorium expiring. The bill extended AB 3088's deadlines through June 30, 2021, while creating a framework for using rental assistance funding obtained through the federal stimulus package to assist tenants to pay back rent. • Support efforts to prohibit evictions of families, once the health emergency period is lifted, resulting from non-payment of rent during the COVID-19 emergency period and allowing conversion of unpaid rent during COVID-19 rent to be converted into consumer debt. • Explore opportunities to strengthen enforcement against landlords who engage in tenant harassment, which has risen since eviction moratoriums were put in place. • Collaborate with the County's Eviction Defense Program to explore additional opportunities to prevent family evictions after the health emergency is lifted. • Explore opportunities to allocate federal funding resources to make additional investments through Community Development Block Grant funding to the Right to Counsel Program, currently operating in select regions of the County to provide more families with representation when facing eviction. • Collaborate with local jurisdictions to explore opportunities to create or strengthen "just cause" evictions ordinances similar to the County's ordinance, which has adopted stronger protections than the State for unincorporated areas, so that the standards in the State Tenant Projection Act (AB 1482) serve as a baseline.

	• Continue to work with funders and local government stakeholders through various venues, including local homeless coalitions and through individual outreach, to advocate for local policies to prevent homelessness.
System access and referrals	Understand and enhance data on CESF and other support systems. Expand data collection on families entering the homeless services system, including which other mainstream resources and systems families have accessed. To accomplish this, LAHSA has worked with CESF providers to develop and implement an 'access profile' in HMIS to improve data capture of services upon initial system entry. This includes mainstream resource connections and system tracking, including DPSS. This tool will be streamlined with existing problem-solving and screening documentation and will also support tracking inflow to the system. Training activities began in April 2021, and the HMIS profile was implemented in May 2021.

APPENDIX

1. Family Problem-Solving Results

	FY 19-20	**FY 20-21**
Total number of unique families who had a Problem-solving conversation with a CESF staff	1,500	2,472
Achieved a Problem-solving outcome	197	346
Resolved during first meeting	106	229

Average household assistance provided:
In FY 2020-21, the average amount of assistance to resolve a housing crisis for households (all populations: individual, youth, and family) who were imminently at risk was $2,538 and for households who were literally homeless it was $1,692.

Provider training:
A total of 1,879 service providers across the county have received problem-solving training since the implementation of problem-solving began in FY 2019-2020.

2. Long-Stay Interim Housing Case Conferencing Outcomes

Outcome for Families	SPA 6 - HOPICS	SPA 2 - LA Family Housing	SPA 1 - Valley Oasis[1]
Permanent Housing	58*	42	5
Self-resolved (friend or family or paid own motel)	10	21	3
DPSS Temporary Homeless Assistance (THA)	21**	17**	7
Refused services	7	N/A	N/A
Safe Parking	2	N/A	N/A
Unknown	8	N/A	N/A
Did not exit	2	N/A	2
TOTAL	108	78	17

*Includes 38 families in shared housing
**DPSS THA data duplicated with other outcomes for small number of families.

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[1] SPA 1 process has been only been in place since March 2021.

ENHANCING THE COORDINATED ENTRY SYSTEM (CES) FOR FAMILIES FY 2019-2020
Quarter 3 and 4 Data Report

January 1, 2020 - June 30, 2020

Assessments: FY 2019-20 Quarters 3 and 4 Update on Enhancing Coordinated Entry System for Families Report

Number Families Assessed During the FY 2019-20 (based on Latest Assessments - cumulative)

FY 2019-20	Q1	Q2	Q3	Q4
Assessments Completed	1,037	1,888	2,827	3,650
Assessed and Enrolled	819	729	2,316	2,963

Breakdown of Acuity Score All Families FY 2019-20 (Based on latest Assessments)

Acuity Score Range	Percent of Assessments within Range	Number of Assessments
9-22	42%	1,521
7-8	24%	875
4-6	29%	1,066
0-3	5%	188

Number of Assessments Completed by SPA and Quarter (starting FY 2019-20 - noncumulative)

SPA	Q1	Q2	Q3	Q4
1	161	99	127	149
2	172	136	125	89
3	75	94	82	83
4	105	106	111	70
5	31	22	39	26
6	272	219	245	255
7	55	68	95	67
8	171	114	117	84

Housing Program Summary: FY 2019-20 Quarters 3 and 4 Enhancing the CES for Families Report

All Programs*

FY 2019-20	Q1	Q2	Q3	Q4
Number of unduplicated families served	5,330	5,358	5,672	5,512

Note: Revision made to Q1 and Q2 to fix previous error due to misinterpretation of metric

All Programs

	Average Size	Median Income (at entry)	Average Income (at entry)
Family	3	$960	$1,295

Number of Active Families by Program

FY 2019-20	Q1	Q2	Q3	Q4
Prevention	459	541	462	433
Interim Housing	2,410	2,514	2,279	2,277
Rapid Re-housing	3,036	2,995	2,469	2,410

Note: A family can be in multiple programs

Families Served by all Program Components (unduplicated* in each Program and cumulative)

	FY 2018-19				FY 2019-20*				
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Trendline
Number of families	1,692	3,243	4,548	5,067	5,330	6,514	7,883	8,730	

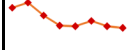*Revision made to Q1 and Q2 to fix previous error due to misinterpretation of metric

Note: A family can be in multiple program components, but these numbers are unduplicated by program

Prevention Services Summary: FY 2019-20 Quarters 3 and 4 Enhancing the CES for Families Report

Total Number of Families Served (unduplicated)

FY 2019-20	Q3	Q4
Active Families	462	433
Newly Enrolled	173	86
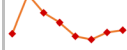
Number of Families Served by Quarter (unduplicated by quarter and non cumulative)

	FY 2018-19				FY 2019-20				
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Trendline
Families	753	832	628	471	459	541	462	433	
Newly Enrolled	294	195	137	78	187	177	173	86	

Total Number of Families Exited vs. Exited to Permanent Housing (PH) (unduplicated)

FY 2019-20	Q3	Q4
Exits	121	134
Remained in PH upon exit or exited to another PH destination	115	125
Remained in PH upon exit or exited to another PH destination	95%	93%

Number of Families Exited vs. Exited to PH by Quarter

	FY 2018-19				FY 2019-20				
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Trendline
Exited	113	350	238	180	98	78	121	134	
Remained in PH upon exit or exited to another PH destination	96	329	212	147	87	71	115	125	
% Remained in Permanent Housing Upon Exit or Exited to another Permanent Housing Destination	85%	94%	89%	82%	89%	91%	95%	93%	

Prevention Services by SPA: FY 2019-20 Quarters 3 and 4 Enhancing the CES for Families Report

SPA	Status	Q1	Q2	Q3	Q4	SPA	Status	Q1	Q2	Q3	Q4
1	Active	30	22	35	50	6	Active	122	139	117	109
	Newly Enrolled	26	3	31	27		Newly Enrolled	51	43	50	24
	Exits	11	17	13	23		Exits	27	25	36	41
	PH Exit	11	17	12	23		PH Exit	16	23	35	37
	Non PH Exits	0	0	1	0		Non PH Exits	12	2	1	4
	Housed who exited to PH	0	0	0	0		Housed who exited to PH	3	1	0	0
2	Active	69	74	22	8	7	Active	71	107	108	117
	Newly Enrolled	40	16	2	0		Newly Enrolled	21	46	30	21
	Exits	11	9	14	5		Exits	11	6	12	11
	PH Exit	11	7	14	5		PH Exit	11	6	12	9
	Non PH Exits	0	2	0	0		Non PH Exits	0	0	0	2
	Housed who exited to PH	0	0	0	0		Housed who exited to PH	0	0	0	0
3	Active	4	17	31	33	8	Active	65	63	59	30
	Newly Enrolled	1	16	14	3		Newly Enrolled	26	19	10	0
	Exits	3	0	1	24		Exits	21	14	29	13
	PH Exit	3	0	1	23		PH Exit	21	14	26	13
	Non PH Exits	0	0	0	1		Non PH Exits	0	0	3	0
	Housed who exited to PH	0	0	0	0		Housed who exited to PH	0	0	0	0
4	Active	75	94	70	65						
	Newly Enrolled	18	30	26	9						
	Exits	12	4	15	12						
	PH Exit	12	1	14	11						
	Non PH Exits	0	3	1	1						
	Housed who exited to PH	0	0	0	0						
5	Active	23	25	20	21						
	Newly Enrolled	4	4	10	2						
	Exits	2	3	1	5						
	PH Exit	2	3	1	4						
	Non PH Exits	0	0	0	1						
	Housed who exited to PH	0	0	0	0						

Interim Housing Summary: FY 2019-20 Quarters 3 and 4 Enhancing CES for Families Report

Total Number of Families Served (unduplicated)

FY 2019-2020	Q3	Q4
Active Families	2,279	2,277
Families Newly Enrolled	662	476
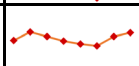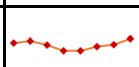
Number of Families Served by Quarter (non cumulative)

	FY 2018-19				FY 2019-20				
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Trendline
Active Families	1,691	1,913	2,055	2,159	2,410	2,514	2,279	2,277	
Families Newly Enrolled	673	628	649	609	816	578	662	476	

Total Number of Families Exited vs. Exited to Permanent Housing (PH)

FY 2019-20	Q3	Q4
Exits	487	448
Exited to PH	199	226
Percent Exited to PH	41%	50%

Number of Families Exited Versus Exited to Permanent Housing (PH) by Quarter (non-cumulative)

	FY 2018-19				FY 2019-20				
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Trendline
Exited	398	491	493	561	494	367	487	448	
Exited to PH	173	230	199	170	150	137	199	226	
Percent Exited to PH	43%	47%	40%	30%	30%	37%	41%	50%	

SPA	Status	Q1	Q2	Q3	Q4	SPA	Status	Q1	Q2	Q3	Q4
1	Active	157	129	170	190	6	Active	1,083	1,157	937	958
	Newly enrolled	60	22	91	69		Newly Enrolled	268	263	222	171
	Exits	46	37	45	77		Exits	219	123	145	91
	PH exit	25	28	28	46		PH Exit	40	35	24	30
	Non PH exits	22	9	17	31		Non PH Exits	180	91	121	61
	Housed and exited to PH	0	4	0	0		Housed and exited to PH	0	0	0	0
2	Active	545	581	540	515	7	Active	78	72	65	74
	Newly Enrolled	182	109	128	70		Newly Enrolled	19	19	33	32
	Exits	72	40	108	94		Exits	26	15	24	29
	PH Exit	18	17	60	53		PH Exit	6	2	6	13
	Non PH exits	54	25	48	41		Non PH Exits	21	13	18	16
	Housed and exited to PH	0	0	0	0		Housed and exited to PH	0	0	0	0
3	Active	23	25	195	173	8	Active	165	193	37	15
	Newly Enrolled	6	4	72	28		Newly Enrolled	116	65	13	5
	Exits	2	6	51	47		Exits	35	68	27	5
	PH Exit	0	2	25	18		PH Exit	19	21	17	4
	Non PH exits	2	4	26	29		Non PH Exits	16	48	10	1
	Housed and exited to PH	0	0	0	0		Housed and exited to PH	0	0	0	0
4	Active	231	259	225	251						
	Newly Enrolled	92	72	70	86						
	Exits	40	49	62	91						
	PH Exit	27	24	29	52						
	Non PH Exits	14	25	33	39						
	Housed and exited to PH	1	0	0	0						
5	Active	128	98	110	101						
	Newly Enrolled	73	24	33	15						
	Exits	54	29	24	14						
	PH Exit	15	8	6	10						
	Non PH Exits	39	22	18	4						
	Housed and exited to PH	0	0	0	0						

Note: "Housed and exited to PH" refers to families who were enrolled in a permanent housing program and subsequently exited to a permanent housing destination.

Rapid Re-Housing Summary: FY 2019-20 Quarters 3 and 4 Enhancing the CES for Families Report
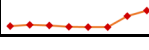
Rapid Re-Housing Summary

FY 2019-2020	Q3	Q4
Active Families	3,963	4,302
Families Newly Enrolled	1,678	2,035
Exits	1,622	2,061
Exited to PH	994	1,289
Exited to non-PH destinations	628	772
Percent Exited to PH	61%	63%
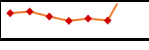
Income Changes of Families that Exited

	Median	Average
At Entry	$960	$1,295
At Exit	$1,182	$1,459
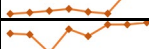
Number of Families Who are Active Versus Active and Housed by Quarter (non-cumulative)

	FY 2018-19				FY 2019-20				Trendline
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Active*	2,926	3,335	3,474	3,193	3,036	2,995	3,963	4,302	
Active and Housed	291	383	331	257	238	221	941	1,303	

Number of Families Newly Enrolled by Quarter (non-cumulative)

	FY 2018-19				FY 2019-20				Trendline
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Newly Enrolled	725	784	606	457	537	470	1,678	2,035	

Number of Families Exited versus Exited to Permanent Housing (PH) by Quarter (non-cumulative)

	FY 2018-19				FY 2019-20				
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Trendline
Exited	352	437	725	649	501	336	1,622	2,061	
Exited to PH	194	238	306	377	268	206	994	1,289	
Percent exited to PH	55%	54%	42%	58%	53%	61%	61%	63%	

Note: Number of Exits (lastest): based on latest exit.

*Families who are active in Rapid Re-housing are often enrolled in Interim Housing and working toward permanent housing goals.

SPA	Status	Q1	Q2	Q3	Q4	SPA	Status	Q1	Q2	Q3	Q4
1	Active	142	115	230	329	5	Active	260	259	306	320
	Active with move in date	27	23	96	150		Active with move in date	21	5	47	56
	Average time from enrollment to housed	58	80	87	83		Average time from enrollment to housed	227	459	348	354
	Newly Enrolled	51	16	144	244		Newly Enrolled	23	17	99	114
	Exits	44	35	117	160		Exits	19	11	85	93
	PH Exit	36	33	109	143		PH Exit	13	9	65	71
	Non PH Exits	9	2	8	17		Non PH Exits	6	2	20	22
	Housed who exited to PH	7	5	98	131		Housed who exited to PH	1	0	61	66
2	Active	851	872	1061	1122	6	Active	534	395	635	694
	Active with move in date	33	19	173	241		Active with move in date	31	10	97	146
	Average time from enrollment to housed	348	334	278	281		Average time from enrollment to housed	445	375	198	204
	Newly Enrolled	187	122	448	521		Newly Enrolled	10	31	122	181
	Exits	96	57	474	561		Exits	178	64	373	417
	PH Exit	45	25	262	306		PH Exit	80	38	212	243
	Non PH Exits	52	34	212	255		Non PH Exits	103	30	161	174
	Housed who exited to PH	12	9	235	274		Housed who exited to PH	9	1	187	217
3	Active	211	239	326	343	7	Active	360	375	441	474
	Active with move in date	21	25	75	99		Active with move in date	26	18	94	126
	Average time from enrollment to housed	276	259	246	241		Average time from enrollment to housed	146	159	191	181
	Newly Enrolled	52	78	171	189		Newly Enrolled	59	66	195	228
	Exits	50	38	129	191		Exits	51	56	169	200
	PH Exit	23	17	68	99		PH Exit	32	38	103	125
	Non PH Exits	30	21	61	92		Non PH Exits	20	19	66	75
	Housed who exited to PH	10	6	60	94		Housed who exited to PH	6	2	91	112
4	Active	395	451	568	602	8	Active	283	289	396	418
	Active with move in date	38	60	174	252		Active with move in date	41	61	185	233
	Average time from enrollment to housed	163	232	188	261		Average time from enrollment to housed	93	96	88	96
	Newly Enrolled	94	93	288	324		Newly Enrolled	61	47	211	234
	Exits	27	29	117	183		Exits	36	46	158	256
	PH Exit	13	13	58	94		PH Exit	26	33	117	208
	Non PH Exits	15	16	59	89		Non PH Exits	11	13	41	48
	Housed who exited to PH	2	4	48	84		Housed who exited to PH	7	1	112	203

ENHANCING THE COORDINATED ENTRY SYSTEM (CES) FOR FAMILIES FY 2020-2021
Quarter 1 and 2 Data Report

July 1, 2020 - December 31, 2020

Assessments: FY 2020-21 Quarters 1 and 2 Update on Enhancing Coordinated Entry System for Families Report

Number Families Assessed During the FY 2020-21 (based on Latest Assessments - cumulative)

FY 2020-21	Q1	Q2	Q3	Q4
Assessments Completed	654	939		
Assessed and Enrolled	517	657		

Breakdown of Acuity Score All Families FY 2020-21 (Q1 and Q2 cumulative Based on latest Assessments)

Acuity Score Range	Percent of Assessments within Range	Number of Assessments
9-22	45.83%	428
7-8	24.82%	233
4-6	25.98%	246
0-3	3.38%	32

Number of Assessments Completed by SPA and Quarter (starting FY 2020-21 - noncumulative)

SPA	Q1	Q2	Q3	Q4
1	133	28		
2	89	47		
3	24	9		
4	50	36		
5	13	10		
6	223	71		
7	47	27		
8	78	56		

Housing Program Summary: FY 2019-20 Quarters 3 and 4 Enhancing the CES for Families Report

All Programs (non-cumulative)

FY 2020-21	Q1	Q2	Q3	Q4
Number of unduplicated families served	4,459	4,035		

All Programs

	Average Size	Median Income (at entry)	Average Income (at entry)
Family	2	$644	$806

Number of Active Families by Program (non-cumulative)

FY 2020-21	Q1	Q2	Q3	Q4
Prevention	357	247		
Interim Housing	2,190	2,012		
Rapid Re-housing	2,708	2,515		

Note: A family can be in multiple programs

Families Served by all Program Components (unduplicated* in each Program and cumulative)

	FY 2019-20				FY 2020-21			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Number of families	5,330	6,514	7,883	8,730	5,255	5,736		

Note: A family can be in multiple program components, but these numbers are unduplicated by program

Prevention Services Summary: FY 2020-21 Quarters 1 and 2 Enhancing the CES for Families Report

Total Number of Families Served (unduplicated)(non-cumulative)

FY 2020-21	Q1	Q2	Q3	Q4
Active Families	353	247		
Newly Enrolled	60	27		

Number of Families Served by Quarter (unduplicated by quarter and non cumulative)

|	FY 2019-20 (non-cumulative)				FY 2020-21 (non-cumulative)				
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Trendline
Families	459	541	462	433	353	247			
Newly Enrolled	187	177	173	86	60	27			

Total Number of Families Exited vs. Exited to Permanent Housing (PH) (unduplicated)(non-cumulative)

FY 2020-21	Q1	Q2	Q3	Q4
Exits	137	82		
Remained in PH upon exit or exited to another PH destination	129	77		
Remained in PH upon exit or exited to another PH destination	94%	94%		

Number of Families Exited vs. Exited to PH by Quarter

	FY 2019-20 (non-cumulative)				FY 2020-21 (non-cumulative)				
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Trendline
Exited	98	78	121	134	137	82			
Remained in PH upon exit or exited to another PH destination	87	71	115	125	129	77			

| % Remained in Permanent Housing Upon Exit or Exited to another Permanent Housing Destination | 89% | 91% | 95% | 93% | 94% | 94% | | | |
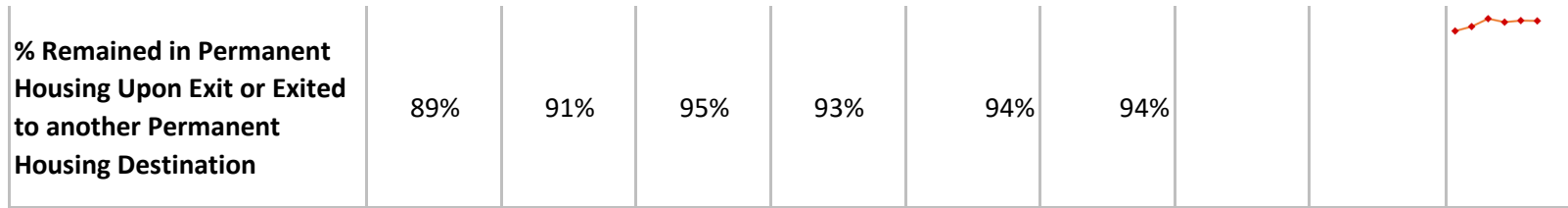
Prevention Services by SPA: FY 2020-21 Quarters 1 and 2 Enhancing the CES for Families Report

SPA	Status	Q1	Q2	SPA	Status	Q1	Q2
1	Active	33	19	6	Active	102	68
	Newly Enrolled	6	6		Newly Enrolled	29	13
	Exits	20	16		Exits	48	29
	PH Exit	16	14		PH Exit	47	28
	Non PH Exits	4	2		Non PH Exits	1	1
2	Active	3	4	7	Active	110	67
	Newly Enrolled	0	1		Newly Enrolled	8	0
	Exits	0	0		Exits	44	11
	PH Exit	0	0		PH Exit	44	11
	Non PH Exits	0	0		Non PH Exits	0	0
3	Active	14	10	8	Active	16	14
	Newly Enrolled	5	0		Newly Enrolled	1	5
	Exits	4	4		Exits	8	2
	PH Exit	4	4		PH Exit	8	2
	Non PH Exits	0	0		Non PH Exits	0	0
4	Active	57	47				
	Newly Enrolled	8	2				
	Exits	13	20				
	PH Exit	10	18				
	Non PH Exits	3	2				
5	Active	18	18				
	Newly Enrolled	3	0				
	Exits	0	0				
	PH Exit	0	0				
	Non PH Exits	0	0				

Interim Housing Summary: FY 2020-21 Quarters 1 and 2 Enhancing CES for Families Report

Total Number of Families Served (unduplicated - non-cumulative)

FY 2020-21	Q1	Q2	Q3	Q4
Active Families	2,190	2,012		
Families Newly Enrolled	460	258		
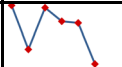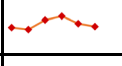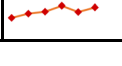
Number of Families Served by Quarter (non cumulative)

	FY 2019-20 (non-cumulative)				FY 2020-21 (non-cumulative)				
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Trendline
Active Families	2,410	2,514	2,279	2,277	2,190	2,012			
Families Newly Enrolled	816	578	662	476	460	258			

Total Number of Families Exited vs. Exited to Permanent Housing (PH) (non-cumulative)

FY 2020-21	Q1	Q2	Q3	Q4
Exits	443	325		
Exited to PH	176	157		
Percent Exited to PH	40%	48%		

Number of Families Exited Versus Exited to Permanent Housing (PH) by Quarter (non-cumulative)

	FY 2019-20 (non-cumulative)				FY 2020-21 (non-cumulative)				
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Trendline
Exited	494	367	487	448	443	325			
Exited to PH	150	137	199	226	176	157			
Percent Exited to PH	30%	37%	41%	50%	40%	48%			

Interim Housing by SPA: FY 2020-21 Quarters 1 and 2 Enhancing the CES for Families Report

SPA	Status	Q1	Q2	SPA	Status	Q1	Q2
1	Active	140	103	6	Active	943	877
	Newly enrolled	22	258		Newly Enrolled	166	24
	Exits	50	24		Exits	143	60
	PH exit	25	17		PH Exit	44	15
	Non PH exits	25	7		Non PH Exits	99	45
2	Active	487	459	7	Active	14	6
	Newly Enrolled	107	17		Newly Enrolled	11	69
	Exits	56	90		Exits	9	1
	PH Exit	25	51		PH Exit	2	1
	Non PH exits	31	39		Non PH Exits	7	0
3	Active	127	107	8	Active	103	129
	Newly Enrolled	15	28		Newly Enrolled	42	64
	Exits	28	26		Exits	41	33
	PH Exit	15	13		PH Exit	18	14
	Non PH exits	13	13		Non PH Exits	23	19
4	Active	256	217				
	Newly Enrolled	74	7				
	Exits	87	58				
	PH Exit	31	24				
	Non PH Exits	56	34				
5	Active	120	114				
	Newly Enrolled	23	49				
	Exits	29	33				
	PH Exit	16	22				
	Non PH Exits	13	11				

Note: "Housed and exited to PH" refers to families who were enrolled in a permanent housing program and subsequently exited

Rapid Re-Housing Summary: FY 2020-21 Quarters 1 and 2 Enhancing the CES for Families Report

Rapid Re-Housing Summary

FY 2020-21 (non-cumulative)	Q1	Q2
Active Families	2,708	2,515
Families Newly Enrolled	389	226
Exits	423	368
Exited to PH	223	247
Exited to non-PH destinations	200	121
Percent Exited to PH	53%	67%

Income Changes of Families that Exited

	Median	Average
At Entry	$748	$892
At Exit	$483	$765

Number of Families Who are Active Versus Active and Housed by Quarter (cumulative for FY 20-21)

	FY 2019-20				FY 2020-21 (cumulative)				Trendline
	Q1	Q2*	Q3	Q4	Q1	Q2	Q3	Q4	
Active*	3,036	2,995	3,963	4,302	2,708	2,899			
Active and Housed	238	221	941	1,303	1,391	1,492			

Q2 Numbers for FY 19-20 are non-cumulative

Number of Families Newly Enrolled by Quarter (non-cumulative)

	FY 2019-20				FY 2020-21 (non-cumulative)				Trendline
	Q1	Q2	Q3*	Q4*	Q1	Q2	Q3	Q4	
Newly Enrolled	537	470	1,678	2,035	389	226			

FY 19-20 Q3 and Q4 numbers are cumulative

Number of Families Exited versus Exited to Permanent Housing (PH) by Quarter

	FY 2019-20				FY 2020-21 (non-cumulative)				
	Q1	Q2*	Q3	Q4	Q1	Q2	Q3	Q4	Trendline
Exited	501	336	1,622	2,061	423	368			
Exited to PH	268	206	994	1,289	223	247			
Percent exited to PH	53%	61%	61%	63%	53%	67%			

FY 19-20 Q2 numbers are non-cumulative

Note: Number of Exits (lastest): based on latest exit.

*Families who are active in Rapid Re-housing are often enrolled in Interim Housing and working toward permanent housing goals.

SPA	Status	Q1	Q2	SPA	Status	Q1	Q2
1	Active	210	175	5	Active	250	245
	Active with move in date	30	26		Active with move in date	12	5
	Average time from enrollment to housed	116	121		Average time from enrollment to housed	299	238
	Newly Enrolled	39	17		Newly Enrolled	15	12
	Exits	51	40		Exits	15	4
	PH Exit	37	31		PH Exit	9	2
	Non PH Exits	14	9		Non PH Exits	6	2
	Housed who exited to PH	37	29		Housed who exited to PH	8	2
2	Active	687	645	6	Active	348	358
	Active with move in date	34	96		Active with move in date	51	52
	Average time from enrollment to housed	340	442		Average time from enrollment to housed	311	267
	Newly Enrolled	110	42		Newly Enrolled	66	77
	Exits	83	92		Exits	68	35
	PH Exit	32	53		PH Exit	50	30
	Non PH Exits	51	39		Non PH Exits	18	5
	Housed who exited to PH	30	50		Housed who exited to PH	45	27
3	Active	171	147	7	Active	345	285
	Active with move in date	12	16		Active with move in date	19	24
	Average time from enrollment to housed	254	256		Average time from enrollment to housed	243	99
	Newly Enrolled	16	3		Newly Enrolled	60	25
	Exits	28	43		Exits	85	61
	PH Exit	16	31		PH Exit	19	34
	Non PH Exits	12	12		Non PH Exits	66	27
	Housed who exited to PH	14	28		Housed who exited to PH	18	33
4	Active	471	453	8	Active	226	206
	Active with move in date	36	21		Active with move in date	35	39
	Average time from enrollment to housed	224	315		Average time from enrollment to housed	96	96
	Newly Enrolled	54	21		Newly Enrolled	28	29
	Exits	45	48		Exits	48	45
	PH Exit	23	27		PH Exit	37	39
	Non PH Exits	22	21		Non PH Exits	11	6
	Housed who exited to PH	21	24		Housed who exited to PH	35	39

*"Active with move-in date numbers are represented as "NEWLY moved-in to housing during the reporting period